

Board Report

P u b l i c

Date
Friday,
30 August 2019

Time
2.30 pm

Venue
Panuku Development
Auckland

82 Wyndham Street



Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

(1) Where this section applies, good reason for withholding official information exists, for the purpose of [section 5](#), unless, in the circumstances of the particular case, the withholding of that information is outweighed by other considerations which render it desirable, in the public interest, to make that information available.

(2) Subject to [sections 6, 8, and 17](#), this section applies if, and only if, the withholding of the information is necessary to—

(a) protect the privacy of natural persons, including that of deceased natural persons; or

(b) protect information where the making available of the information—

(i) would disclose a trade secret; or

(ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or

(ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or

(c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—

(i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or

(ii) would be likely otherwise to damage the public interest; or

(d) avoid prejudice to measures protecting the health or safety of members of the public; or

(e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or

(f) maintain the effective conduct of public affairs through—

(i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom [section 2\(5\)](#) applies, in the course of their duty; or

(ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or

(g) maintain legal professional privilege; or

(h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or

(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or

(j) prevent the disclosure or use of official information for improper gain or improper advantage.

Public Board Agenda

Where: Panuku office, 82 Wyndham Street, Auckland

When: Friday, 30 August 2019 | 2.30 pm – 3.00 pm

Board Members: Adrienne Young-Cooper – Chair
David Kennedy – Director
Richard Leggat – Director
Dr Susan Macken – Director
Paul Majurey – Director
Mike Pohio – Director
Martin Udale – Director
Paul Brown – Intern

In attendance: Roger MacDonald – Chief Executive
Monica Ayers – Director People and Culture
Angelika Cutler – Director Corporate Affairs
Carl Gosbee – Director Corporate Services
Rod Marler – Director Design and Place
David Rankin – Chief Operating Officer
Brenna Waghorn – Director Strategy
Ian Wheeler – Director Portfolio Management
Allan Young – Director Development
Jenni Carden – Executive Officer / Company Secretary

Public meeting	
1.	Opening of public meeting 1.1 Apologies 1.2 Health and safety moment 1.3 Directors' interests 1.4 Directors' Board meeting attendance register 1.5 Minutes of 24 July 2019 Board meeting
2.	Chief Executive's report
3	Health and Safety report
4	Public decision papers 4.1. Policy update and approval
5	Priority Location Portfolio reports 5.1 Manukau Enhanced Programme Business Case 5.2 Hobsonville, Airfields Megalots 5 & 6 update 5.3 Haumaru programme change

Directors' Interests as at 24 August 2019

Member	Interest	Company / Entity	Conflicts pre-identified?
Adrienne YOUNG-COOPER	Chair	Panuku Development Auckland Limited	
	Deputy Chair	Housing New Zealand Corporation	
	Deputy Chair	Housing New Zealand Limited	
	Deputy Chair	Housing New Zealand Build Limited	
	Director	Cornwall Park Trust Board Incorporated	
	Director	HLC Limited	
	Director	Queenstown Airport Corporation Limited	
	Director	SeaLink New Zealand Limited and related companies: FreightLink Ltd SeaLink Travel Group Limited	Yes
	Director	Sir John Logan Campbell Residury Trust	
	Director	Sir John Logan Campbell Medical Trust Incorporated	
	Director	Westhaven Marina Limited	
Dr Susan C. MACKEN	Deputy Chair	Panuku Development Auckland Limited	
	Chair	Kiwibank	
	Chair	Spa Electrics Ltd (Aust.)	
	Deputy Chair	Tāmaki Redevelopment Company Ltd	Possible
	Director	Blossom Bear Ltd	
	Director	STG Ltd	

Member	Interest	Company / Entity	Conflicts pre-identified?
David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Director	525 Blenheim Road Limited	
	Director	Cathedral Property Limited	
	Director	Good General Practice Limited	
	Director	Grantley Holdings Limited	
	Director	Hobsonville Development GP Limited	
	Director	New Ground Living (Hobsonville Point) Limited	
	Director	Ngāi Tahu Justice Holdings Limited	
	Director	Ngāi Tahu Property (CCC-JV) Limited	
	Director	Ngāi Tahu Property Joint Ventures Limited	Possible, Unlock Northcote
	Director	Ngāi Tahu Property Joint Ventures (No.2) Limited	
	Director	Ngāi Tahu Real Estate Limited	
	Director	NTP Development Holdings Limited	
	Director	NTP Investment Holdings Limited	
	Director	NTP Investment Property Group Limited	
Director	Prestons Road Limited		
Richard I. LEGGAT	Director	Panuku Development Auckland Limited	
	Chairman	NZ Cycle Trail Incorporated	
	Executive Chair	Kiwis for kiwi	
	Director	Hamilton Waikato Tourism	
	Director	Mortleg Ltd	
	Director	Snowsports NZ	
	Director	Trophy Metropolitan Ltd	
	Director	Warren and Mahoney	
	Director	Winter Games New Zealand	
	Panel Member	NZ Markets Disciplinary Tribunal	
	Member	Union Cycliste Internationale Ethics Commission	
	Director	Westhaven Marina Limited	

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Director	Panuku Development Auckland Limited	
	Chair	Tāmaki Makaurau Community Housing Limited	
	Chair	Puhinui Park Limited	
	Chair	Whenuapai Housing Limited	
	Director	Arcus Property Limited	
	Chair	Marutūāhu Rōpū Limited	
	Chair	Ngāti Maru Limited	
	Chair	Marutūāhu Collective (5 iwi collective)	
	Chair	Hauraki Collective (12 iwi collective)	
	Chair	Te Pūia Tāpapa	
	Chair	Impact Enterprise Fund	
	Chair	Tūpuna Maunga Authority	
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee	
	Mana Whenua Representative	Hauraki Gulf Forum	
	Director	Pare Hauraki Kaimoana	
	Trustee	Hauraki Fishing Group	
	Director	Tikapa Moana Enterprises Limited	
	Director	Pouarua Farms	
	Trustee	Crown Forestry Rental Trust	
Director	Atkins Holm Majurey Limited		

Member	Interest	Company / Entity	Conflicts pre-identified?
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Michael E. POHIO	Director	Panuku Development Auckland Limited	
	Chairman	BNZ Partners Waikato	
	Chairman	Ngamotu Hotels Ltd	
	Chairman	Tai Hekenga Ltd	
	Director	Argosy	
	Director	Ngāi Tahu Holdings	
	Director	National Institute of Water & Atmospheric Research Ltd	
	Director	NIWA Vessel Management Ltd	
	Director	Ospri New Zealand Ltd	
	Director	<ul style="list-style-type: none"> National Animal Identification and Tracing Ltd 	
	Director	TBFree	
	Director	Te Atiawa Iwi Holdings	
	Director	Te Atiawa (Taranaki) Holdings Ltd	
Director	The Rees Management Limited		

C. Martin UDALE	Director	Panuku Development Auckland Limited	
	Director	Accessible Properties New Zealand Limited	
	Director	Cardinal Trustees Ltd	
	Director	Essentia Consulting Group Ltd	
	Director	Fleming Urban Ltd	
	Director	Forest Group Ltd	
	Director	Hobsonville Development GP Ltd	
	Director	New Ground Living (Hobsonville Point) Ltd	
	Director	Tall Wood Ltd	
	Director	Tallwood Assembly Limited	
	Director	Tallwood Design Limited	
	Director	Tallwood Holdings Limited	
	Director	Tallwood Projects Limited	
	Director	Tāmaki Redevelopment Company Ltd	Possible
	Director	Tāmaki Regeneration Ltd	
	Director	THA GP Limited	
	Director	TW Twenty Twenty Ltd	
	Member	Kiwi Rail Property Committee	

MINUTES OF THE MEETING OF DIRECTORS OF PANUKU DEVELOPMENT AUCKLAND LIMITED, HELD IN PUBLIC SESSION AT 2-4 HENDERSON VALLEY ROAD, AUCKLAND ON WEDNESDAY 24 JULY 2019 COMMENCING AT 3.45 PM

10.1 APOLOGIES	24 07/19	The Panuku Board received apologies from Director Susan Macken.
10.2 HEALTH AND SAFETY MOMENT	25 07/19	Martin Udale led the health and safety moment. David Kennedy departed at 4.00 pm.
10.3 DIRECTORS' INTERESTS	26 07/19	The Panuku Board reviewed and received the Register of Directors' Interests.
10.4 DIRECTORS' BOARD MEETING ATTENDANCE REGISTER	27 07/19	The Panuku Board noted the Board Attendance Register.
10.5 MINUTES OF THE 26 JUNE 2019 BOARD MEETING	28 07/19	The Panuku Board reviewed and approved the Minutes of the Board Meeting of 26 June 2019, with confidential information redacted, as a true and accurate record of the meeting.
11 CHIEF EXECUTIVE'S REPORT	29 07/19	The Chief Executive spoke to the public matters in the report. The Panuku Board received the public report, with confidential information redacted.
12 HEALTH AND SAFETY REPORT	30 07/19	Martin Udale introduced the report, noting the improved reporting. The Panuku Board received the report.
13 MĀORI RESPONSIVENESS REPORT	31 07/19	This item was not discussed.
14.1 30 JUNE 2019 ANNUAL FINANCIAL REPORTING PUBLIC DECISION PAPER	32 07/19	Carl Gosbee, Director Corporate Services, introduced the report. Following the conclusion of discussions, the Panuku Board: <ol style="list-style-type: none">1. Delegated to the Audit and Risk Committee the ability to approve submission of the 30 June 2019 Financial Reporting Pack to Auckland Council.2. Delegated to the Chair of the Audit and Risk Committee and the CEO the ability to approve and sign a letter of representation to Audit New Zealand on the Financial Reporting Pack.3. Delegated to the Chair and CEO, in consultation with the Chair of the Audit and Risk Committee, the ability to approve and sign a letter of representation on the Reporting Pack to Auckland Council.
14.2 DISPOSAL RECOMMENDATIONS REPORT PUBLIC DECISION PAPER	33 07/19	David Rankin, Chief Operating Officer, introduced the report. The board discussed the following matters: <ul style="list-style-type: none">• determining best value for the shareholder;• terms of the commercial lease;• future report once political clearance is achieved, and valuation completed.

		<p>Following the conclusion of discussions, the Panuku Board:</p> <ol style="list-style-type: none"> 1. Approved the recommendation to the Finance and Performance Committee that the following properties are surplus to council requirements and should be divested: <ul style="list-style-type: none"> • 200 Victoria Street West, Auckland central • 15R First View Avenue, Beachlands. 2. Approved entering into an exclusive negotiation process and conditional agreement for sale and purchase with the ground lessee for the sale of 200 Victoria Street West, Auckland Central. The final terms and conditions to be approved under the appropriate delegations.
<p>15.1 GRANTS AND DONATIONS RESULTS FOR THE 12 MONTHS ENDED 30 JUNE 2019</p> <p>PUBLIC INFORMATION PAPER</p>	34 07/19	<p>Carl Gosbee, Director Corporate Services, introduced the report.</p> <p>The board noted that this policy is currently under review and will receive a report once the review is complete.</p> <p>Following the conclusion of discussions, the Panuku Board received the report.</p>
<p>GENERAL BUSINESS</p>	35 07/19	<p>The board discussed one item of general business.</p> <p>Independent review of gifts and hospitality</p> <p>In response to the SFO suggestion, the board agreed to an independent review of gifts and hospitality.</p> <p>Terms of reference have been drafted and were tabled at the meeting. Proposals have been received from two independent parties to undertake the review.</p> <p>The Panuku Board delegates to Board Chair Adrienne Young-Cooper and Audit & Risk Committee Chair Mike Pohio to interview up to 2 suitable parties and appoint.</p> <p>The review is to commence immediately.</p> <p>The board noted the intense scrutiny on how Panuku conducts our business.</p> <p>The Panuku Board formally instructs staff to not accept any invitations at this time unless discourteous and disrespectful, until the review is completed.</p>
<p>CLOSE OF BOARD MEETING</p>	36 07/19	<p>The meeting closed at 4.17pm.</p>

READ AND CONFIRMED

_____ **Chair**

_____ **Date**

Chief Executive's Report

Document Author	Roger MacDonald – Chief Executive
Date	24 August 2019

1. Overview

This report provides the board with a summarised overview of the activities, opportunities and issues facing the organisation.

This report is a public report, however confidential information is redacted.

2. Health and Safety – unreasonable conduct

We wish to inform the board of a health and safety risk relating primarily to staff wellbeing, which relates to a member of the public.

The individual concerned has frequented sites managed by Panuku around the Waterfront including placemaking events over the past year. This person has raised varied health and safety concerns which we have investigated and in the most part have found to be unsubstantiated. The persons' interactions with our staff (including our CE) includes, phone calls, texts, emails and physical encounters. The communication can be abusive and threatening.

We have advised our teams to avoid any direct confrontation with the individual, call security or the police if required and we do have access to a trespass order should the complainant enter a Panuku managed work site. However, it should be noted that the complainant's actions are often within the public space.

We have advised Auckland Council's security team and are working with their legal and customer experience team. Council has a "Unreasonable complainant conduct policy" (a copy is in the resource centre), which is available to Panuku, and a team who specifically manage very difficult "customers". The Panuku Board will be kept informed as we manage this health and safety risk.

3. Strategic matters

This section outlines issues that are not otherwise covered by a decision or information paper elsewhere in the agenda and relates to matters such as strategic priorities, strategic relationships and the macro environment.

3.1 Strategic priorities

3.1.1 Projected Housing supply

Panuku facilitates development through the controlled sale of land, or by removing constraints and barriers that the private sector might otherwise struggle to overcome. Additionally, Panuku releases under-utilised land from council's balance sheet directly to the market through the asset sales and optimisation programmes on which housing outcomes are achieved.

A project dataset has been compiled to capture the housing supply forecast over a ten-year period across a continuum e.g. completed, underway or forecast future dwellings being delivered within Panuku work programmes.

All reported dwelling figures are “net” i.e. total new dwellings, less existing dwellings, irrespective of whether they are removed/demolished. The criteria for including a project within the reported housing figures are as follows:

- a) Projects within Council’s control or influence, either directly or indirectly are included.
- b) Land sold by Council subject to binding obligations (typically in the form of a development agreement) to construct housing, or consented land owned or sold by Council, are included.
- c) Residential within a mixed-use project, typically comprising a mix of commercial, retail and residential outcomes are included.
- d) Non-permanent accommodation, e.g. hotels, is excluded.
- e) Refurbished stock is excluded unless additional dwellings are created.
- f) Student accommodation is included if the dwelling unit would otherwise be used as residential accommodation, i.e. there is no restriction on the occupation being education related. Dwellings that are in effect bedrooms requiring shared communal facilities, such as kitchen, bathroom etc are excluded.
- g) Housing delivered within a joint venture, whereby Panuku has partnered in an arrangement with a third party(s) is included.
- h) The Haumarū portfolio is included on the broad assumption that on average across the portfolio new stock created will replace existing on a ratio of 2:1, resulting in one net new unit created for each existing. Over time as conceptual plans progress and development projections are sharpened through more detailed design, the projected dwelling numbers across this project will be refined.
- i) For the avoidance of doubt, Council’s stake in Tamaki Redevelopment Company (“TRC”) is excluded. However, projects undertaken in the surrounding area by Panuku such as Panmure are included.

In a report to the Board in February 2019, Panuku outlined the total net new dwellings being reported as being circa 12,200 units. The projected dwellings figure is now projected to be approximately 11,480 units. The decrease reflects the removal of the housing units projected at Westpark marina following the council’s Planning Committee decision requesting council staff to draft a regional marina strategy and the Panuku decision not to progress with a development proposal for Westpark marina. An overview of the net new dwelling projections is outlined below:

Table 1: Overview of Net New Dwelling projections

PROJECT NAME	NND
Transform Manukau	730
Transform Wynyard Quarter	1600
Transform Onehunga	1110
Unlock Panmure	1000
Unlock Ormiston/Flatbush	990
Unlock Hobsonville	890
Unlock Northcote	780
Unlock Haumaru	1600
Unlock City Centre	250
Unlock Takapuna	250
Unlock Henderson	200
Unlock Papatoetoe	120
Unlock Pukekohe	100
Support Colin Maiden Offsets	340
Support New Lynn	300
Support Avondale	790
Support Whangaparoa	110
Support Mt Eden	110
Optimisation and disposals	210
TOTAL	11,480

3.2 Macro environment

3.2.1 Waterfront storm damage

The storms on the 11 and 12 August caused a range of damage across the Waterfront. The front (seaward part) of the Cloud at Queens Wharf was seriously damaged on the 11 August and on 12 August Shed 10 was impacted when certain doors were blown off. RFA who manage these assets are addressing the necessary repair works.

The storm on 12 August caused some limited land-based damage across the waterfront but Silo and Westhaven Marinas bore the brunt of the storm.

At approximately 10 pm the tornado tore a path of damage across Westhaven, Silo and to lesser extent Viaduct Marina. Westhaven's 20 live-aboard vessels were within the tornado's path, but we are relieved no one was hurt around the marinas during the event. At Westhaven approximately 45 vessels were damaged or broke their moorings, and there is damage to some marina infrastructure. The damage to vessels ranged from a sinking and a capsized catamaran to broken windows and torn covers.

The damage at Silo included one super yacht breaking free and blowing clear into open water and electricity pedestals being blown over. Fortunately, the marina was largely vacant at the time.

Viaduct marina damage was limited to the pontoon structure and some damage to a vehicle and Porto-com that blew off the wharf.

All customers have been advised and are working with their insurers. The Westhaven office opened on Saturday the 17 August to further assist customers. Staff and Liveboards have been well supported.

The marina's business continuity was restored to normal by COB on the 16/08/2019 with the exception of electrical supply at Silo Marina. The replacement of electrical equipment is not disrupting business during the off season. The response of the entire Marina Team was immediate, and the recovery was well executed. The team is reviewing the incident and will identify any learnings and improvements.

We are relieved that no one was hurt in the storms.

4. Urban regeneration in our priority locations

Transform

4.1 Onehunga

The concept design for laneways 4 & 5 has been agreed with the Maungakiekie Tamaki Local Board (MTLB), these lanes connect Upper Municipal Place to Waller Street via Onehunga Mall. The plans are now progressing with construction works expected to commence in early 2020.

The concept design for Waller Street and Paynes Lane adjacent to DressSmart Shopping Centre has been agreed with the MTLB, this includes a shared space connecting DressSmart to the main street.

The MTLB has also agreed in principle to the draft masterplan for the Waiapu Lane Precinct. This incorporates the current AT carpark at 1 Waiapu Lane which currently contains 347 carparks. The design is being refined before approvals, market testing and public consultation following further Council, AT, mana whenua and Technical Advisory Group input.

Mana whenua engagement on the Onehunga Port masterplan and proposed plan change has identified common principles which can be applied to other projects and programmes of work. This will assist future engagement with mana whenua.

4.2 Waterfront

VosShed

The building is being managed in accordance with Class A asbestos contamination standards and the asbestos removal and remediation is progressing well. Asbestos roof sheets and wall cladding have been removed and the focus is now on the cleaning of the workshop equipment, remediation of the timber flooring and removal of the roof trusses. The roof trusses will be cleaned, encapsulated and re-installed in a decorative capacity. Asbestos contamination has complicated the ability to retain items of historic significance hence the reason for retaining the roof trusses; a visual remnant of the original construction.

Site 18 - Orams Stage 1 & 2

Following approval from the Overseas Investment Office, Orams has started initial demolition works under the site licence on site. The building consent for the seawall remediation works has been lodged with council and the works will proceed under the site licence once the consent is issued.

Orams has now lodged the resource consent application for its Stage 2 development (commercial/retail and residential development) and is currently working with Panuku on the consent for the subdivision of Site 18 into two lots reflecting the Stage 1 and Stage 2 areas.

The Chief Executive received a proposal from Orams to introduce a new investment partner to the Orams Consortium, as permitted under the assignment provisions of the Development Agreement. However, negotiations have now ceased and Orams is continuing in accordance with the Development Agreement.

Promenade Stage 2

HEB Construction have completed site establishment and construction works officially started 12 August 2019. Cultural induction was completed on 9 August followed by a Karakia with the HEB Construction team on 12 August.

Wynyard Crossing Bridge Replacement

Due to the complexity of the project and the consultation requirements, Panuku have requested that Auckland Council extend the submission period for the resource consent for the bridge from 30 July to 28 August, which has been granted and subsequently notified.

Pile Berth Redevelopment

Once the settlement and other sources of reclamation material are further defined, the civil works on the reclamation and building of the marina extension will be programmed to commence.

AC36

The Wynyard Edge Alliance (WEA) have completed works on two of the AC36 team bases in preparation for Ineos (Team UK) and American Magic (New York Yacht club). The next hand over milestone is the completion and hand over of Hobson Wharf to the Challenger of Record in October 2019.

At the end of August, BST will exit the Wynyard Quarter permanently. Demolition on the site is the responsibility of Panuku and under the Project Alliance Agreement, this site is then handed over to the WEA by 25 September. Part of this site will then become a new public open space.

Attention has now turned to meeting the Host obligations for the event itself. The contractual negotiations between Auckland Council and the Crown (through Ministry of Business, Innovation and Employment) and ACE, through the Host Venue Negotiations (HVA), have been agreed and are starting to be implemented. Panuku has responsibilities to deliver on those contractual commitments to ensure that the Wynyard Quarter is ready to receive the expected number of visitors for the event. This includes the update of some current facilities and the extension of current services including CCTV, to ensure the event can operate safely. Planning work is underway within the Council group, ATEED, Auckland Council Events and Auckland Transport to ensure that each organisation is clear on its roles and responsibilities in the lead up to and during the event.

The closure date for the Expressions of Interest process for the superyacht berths has been extended to 15 August. Once the process is closed a decision around berth allocations will be made by Panuku, ETNZ, Auckland Council and the Crown.

Auckland Dockline Tram

In response to the advice of the Governing Body works on the tram track have commenced with physical works for the realignment of the tracks into the tram shed anticipated to be completed by late September with testing and commissioning during October. The half loop (Daldy/Jellicoe/Halsey street) shall be able to commence running shortly after. The full Wynyard Quarter loop operation will resume after the Auckland Transport (Daldy / Gaunt street) upgrade planned to be complete in early 2020. In the meanwhile, Panuku are currently undertaking an Expression of Interest (EOI) for a third-party operator for the Auckland Dockline tram.

The project team engages regularly with both The Movement to Save the Dockline Tram and The Auckland Electric Tramways Company Ltd. Now that the track works is underway, focus areas of interest for these stakeholders include the relocation of the tram shed post AC36 and effective marketing of the tram. The tram shed will need to be assessed as part of the overall review of the tram operation post AC 36. The Auckland Electric Tramways Company Ltd's recent meeting with Panuku included how they may provide feedback into the future planning of the Waterfront, discussion around displaying tram memorabilia, getting involved in the EOI and a tram restoration project.

Tram Manager James Duncan has resigned to accept a position created for him at MOTAT and we wish him well. We will proceed to reappoint a new manager should the EOI not produce a third party operator to take on the management of the trams.

Unlock

4.3 Avondale

The Avondale Enhanced Programme Business Case has been adopted. We are now in the process of refining the scope of a joint masterplan process. We remain in negotiations in relation to 1817 Great North Road which was addressed in an information paper to the Board. It is envisaged that a decision paper for the sale of 18 Elm Street will be prepared in next few months. Any potential sale will be subject to achieving specific strategic outcomes. Land acquisition for the new community facility is progressing with the signing of a conditional agreement for 1977 Great North Road. The first of four properties required.

4.4 City Centre – Civic Administration Building

The construction contract for the refurbishment of the Civic Administration Building has been let. The site has been fenced and work to establish the decontamination zone for the asbestos removal works has been formed. The basement and podium construction will be built using a top down construction method and this will be the first visible construction work on the site.

4.5 Northcote

The Acquisitions programme is continuing with Willing Buyer Willing Seller negotiations following the service of Notices of Desire (s18 Public Works Act) in July.

We are continuing to work closely with HLC and Council family concerning infrastructure capacity given HLC's progression through their staged development programme and changing council requirements.

We have started a procurement process to select a structured transaction advisor and marketing agent for the Northcote town centre. The evaluation criteria are: Team and Resources, Methodology, Price and Track Record. We expect to select the advisor/agent in September and will update the Board at that point.

Our placemaking strategy is continuing to ensure the town centre remains as vibrant as possible through the transition period and will focus on promoting Northcote town centre as an authentic food destination. As part of this strategy we have recently acquired Cool Bar – a TAB and pokies venue located in the heart of the town centre, which attracted anti-social behaviour and clientele. We plan to launch a community café with community-oriented programming on the site.

4.6 Ormiston & Flat Bush

The construction and leasing of the Todd Property Town Centre is progressing to programme.

4.7 Papatoetoe

The Papatoetoe Mall sale is now unconditional.

4.8 Takapuna

The second stage of the procurement process to seek a development partner for 40 Anzac Street and 30-34 Hurstmere Road is about to commence. A recommendation on whether to accept the proposal and proceed into negotiations will be presented to this board by the end of the year.

The required outcomes for the development will follow the Unlock Takapuna Framework Plan and Panuku policies. Approval will be sought from the sponsors group on the outcomes required and the acceptable value range.

A workshop was held with the local board on 13 August. This was to discuss the design process for the concept design of the new civic open space and get input into both the wider principles and specific elements that the local board would like to focus on.

The second stage of the civil services relocation project along Huron, Northcroft and Auburn streets will commence before the end of September. This project relocates infrastructure that is currently located across the Gasometer development project. The first stage was undertaken to enable the car park construction. Traffic management and speed of completion will be a key priority for this project due to its location being a major arterial route and part of the bus network route between Takapuna and the city centre.

4.9 Haumaru

Wilsher Village – 33 Henderson Valley Road (40-unit apartment development)

Alaska Construction has completed in July works including permeable concrete pour for the carpark, exterior drainage and detention tank, perimeter fencing, external cladding installation to south and north facades, lift installation, apartment interiors for ground, first, and second floors. Works to be advanced in the coming month towards project completion include exterior landscaping, entry gateway, external cladding on east and west façade for the central core, and interiors for level three.

Photo below captures site progress as at 30 July 2019.



Stage 1 CCC application associated with foundation works was lodged on 27 May and council has advised this will be approved and closed out by 16 August. Stage 2 CCC application is scheduled to be lodged in late August. The project team has proactively worked with council compliance team to advance CCC application processing by providing a well monitored tracker of all documentation required. However, there is a risk that Stage 2 CCC application processing by council may extend beyond 1 October 2019.

Homestar build rating certification process has been initiated. Panuku and Alaska are working closely with the Building Excellence Group to compile required documentation to be submitted to Green Building Council for certification in September.

Preparatory work has commenced for the village opening ceremony in collaboration with Haumaru Housing. Mana Whenua blessing is anticipated to be in September and official village opening ceremony in December 2019 post local government elections.

5. Property management portfolio

5.1 The Kitchen Project

The Kitchen Project has made great progress in the past two months with the launch of a second location in Manukau. We will be operating our Manukau programme from the Vodafone Events Centre who have kindly provided us access to meeting rooms to run workshops and space on their site to land our commercial kitchen container and storage container. The Kitchen Project in Henderson has started running our fourth cohort following on from our three successful cohorts. Our key alumni successes have been from Bertrand Jang, opening up his very own bricks and mortar site for Sweet and Me at 235 Church Street, Onehunga, and Joel and Ray with a pop-up location for their Just Chicken trailer in Auckland City
<https://www.metromag.co.nz/food/food-cafes/sweet-and-me-pacific-cafe-onehunga>

6. Operational performance reporting

6.1 Media and digital summary

Dominion and Valley

On Monday 29 July, Radio NZ published a story about Auckland Council taking legal action against itself. It noted the Dominion and Valley project, which is currently before the Environment Court, as one of the issues. As the matter is before the courts, we did not provide detailed comment, however Auckland Council acknowledged that Panuku and the council had resolved its differences but had to proceed to the Environment Court as another party is included. The New Zealand Herald and TVNZ also published this story online.

A follow-up [story](#) was published on Radio NZ on Wednesday 31 July with the views of the other party to the hearing. They expressed that the hearing was now a 'David and Goliath' challenge as Panuku and the council had resolved their differences.

Park Hyatt

A story published on [OneRoof](#) and the Herald online on Wednesday 31 July about the Park Hyatt's plans for a helicopter facility caused some confusion. We understand this stemmed from a meeting between the Park Hyatt Hotel team a Herald reporter. A comment about wanting helicopter facilities closer to the hotel was taken out of context. We were not approached for comment. Panuku has not had discussions with the Park Hyatt, or with any operators, about a potential helicopter facility at Wynyard Quarter. We and the hotel requested a correction in the story.

Storm damage

Two storms, on Sunday 11 August and Monday 12 August, caused damage around the waterfront and marina areas and were significantly covered by the media, including print, online, TV and radio. We proactively contacted reporters covering the storm story to provide them with comments from Panuku about our assets, as well as providing reporters access to the marina piers. The CE and GM Marinas Kevin Lidgard both spoke to media and we have released CCTV footage of Monday night's storm to media, including NewsHub, TVNZ, Radio NZ and Reuters.

Takapuna Central

Throughout the month there have been several stories about Takapuna Central and the Gasometer car park project in local media, and comments on social media, led by election candidates. We have proactively corrected any inaccuracies via our social media channels and other elected members have been helpful by also clarifying information.

The Kitchen Project

A very positive proactive piece about The Kitchen Project was published in Metro online. We are expecting more publicity on The Kitchen Project in the coming months.

6.2 Legislative compliance

Panuku operates a legislative compliance framework, similar to that of Auckland Council. Key statutes have been identified across the various business activities as being important to demonstrate compliance. Senior management has provided assurance that all reasonably practicable steps have been taken to comply with applicable legislation for the financial year ended 30 June 2019.

6.3 CE key engagements

6.3.1 Council Group ELT meeting

Panuku hosted the Council Group ELT meeting (which includes Council and all CCOs) on 18 August with a focused session on Whanaungatanga (kinship, relationships within the family) and collaboration. Panuku presented the Awataha and Puhinui projects as examples of significant collaboration across the council family and the importance of Mana Whenua, Local Board and Community engagement. We also highlighted the complexity of our projects and need for collaboration to enable innovation, based on project examples in Henderson. Round table discussions sought to draw out great examples of collaboration and issues that need to be addressed.

6.3.2 Chief Executive's Networks

Since the Board met on 24 July, the Chief Executive has continued to build relationships with stakeholders, mana whenua and the local community, within both the political and community arenas. He also took advantage of the 'between Board meeting' period to enjoy a week's holiday in Bali, the week commencing Sunday, 30 June 2019.

He has also attended various Auckland Council meetings, including the City Centre and Waterfront Executive's Steering Group, CCO CEO's regular catch-up with Stephen Town and regular AC36 JCEG (Joint Chief Executive Group) meetings.

Health and Safety Monthly Reporting – August 2019

Document Author(s)	Blair McMichael – Health and Safety Manager
Approver	David Rankin – Chief Operating Officer
Date	14 August 2019

1. Purpose

This paper is a monthly update to the board on progress against key health and safety objectives from the Health and Safety Plan 2019/20, recent incidents, the monitoring and management of risks, and staff wellbeing and training.

2. Executive summary

This report includes a monthly update of our lead and lag key performance indicators reflecting incidents, health and safety risk by project, and health and safety training for the month. The report highlights a medical treatment injury at the Westhaven Marina, and two near misses which are subject to further investigation.

Health and safety risk reporting through our project tool, Sentient, continues to rise as the project management capability and processes improve. All projects in 'delivery' have critical health and safety risks assigned.

We have actioned the findings of an earlier compliance review which checked the consistent application by staff of our Contract Management Framework (CMF). The review findings indicate the CMF is an effective tool in supporting the safe delivery of contracts. Improvement actions are suggested including ensuring staff awareness and knowledge in applying the CMF remains current through timely new starter and refresher training. The review was an action item in the health and safety plan 2018/2019 and all remaining actions are included as part of the health and safety plan FY 2019/20.

The evaluation of a preferred health and safety software solution is progressing. Once completed we will be seeking approval from the Panuku executive to procure.

A summary of key themes from the Health and Safety Plan FY2019/20 is provided, which outlines 'year 3' of the 2017-2020 Panuku Health and Safety Strategy.

A review of health and safety resourcing has been undertaken based on what is needed to support the delivery of the Health and Safety Plan FY 2019/20. The findings of that report are informing an executive paper to augment health and safety resources, with a final decision yet to be made.

3. Health and safety key performance indicators

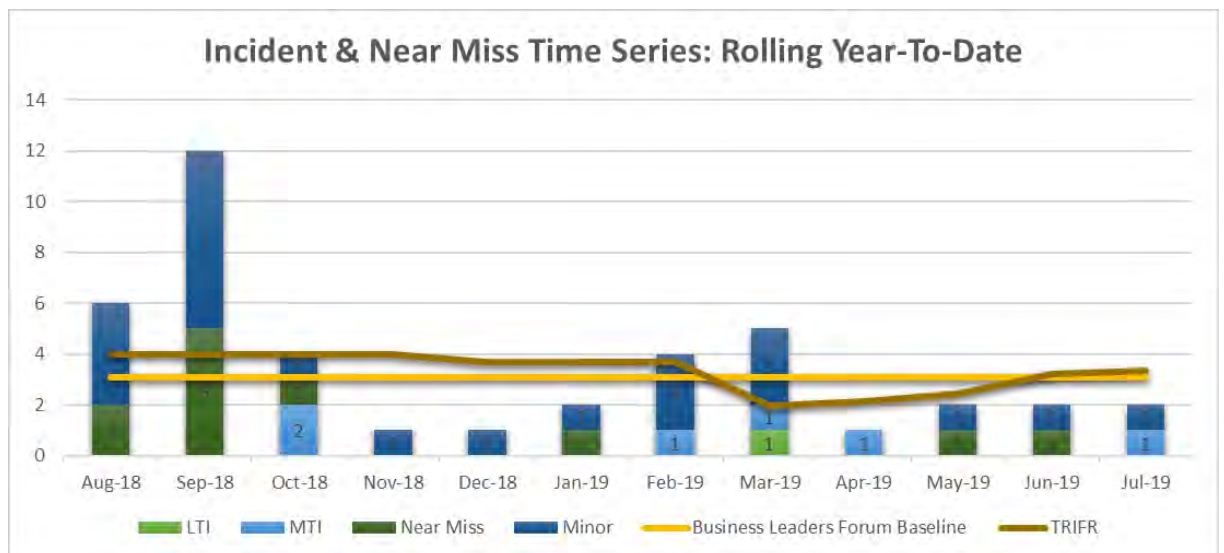
We continue to track our health and safety key performance indicators (KPIs) which represent both lead and lag indicators and are outlined below.

We have been transitioning the monthly reporting to a new more transparent format that better aligns Panuku with WorkSafe and the Business Leaders Health and Safety Forum's guidelines on 'Monitoring what matters'. This transition is a work in progress and is expected to be finalised in the November health and safety reports to the Panuku executive and Board.

3.1 Incidents and near misses

Figure 1 shows the Panuku Total Recordable Incident Frequency Rate (TRIFR) still sitting well below Panuku's long term average and aligning with the NZ Business Leaders Health and Safety Forum benchmark TRIFR of 3.1.

Figure 1. Events: Incidents and Near Misses (Lag Indicator)



TRIFR Total Recordable Incident Frequent Rate; **MTI** Medical Treatment Injury; **LTI** Lost Time Injury

There were no significant injuries recorded during July for our staff or contractors. However, there were three health and safety incidents that are being actively evaluated by the Health and Safety Manager, affected Panuku staff, and contractors, to determine if there are lessons for Panuku as a PCBU (Person Conducting a Business or Undertaking).

Of these three incidents one has only just been reported by Panuku's contractors and so are not visible in July's TRIFR metrics.

The only common theme to these incidents is that Panuku staff and contractors were doing their job and encountered situations that could cause physical or mental harm. We will provide the Board more detail in the September report including what Panuku has learned from these incidents. The incidents include:

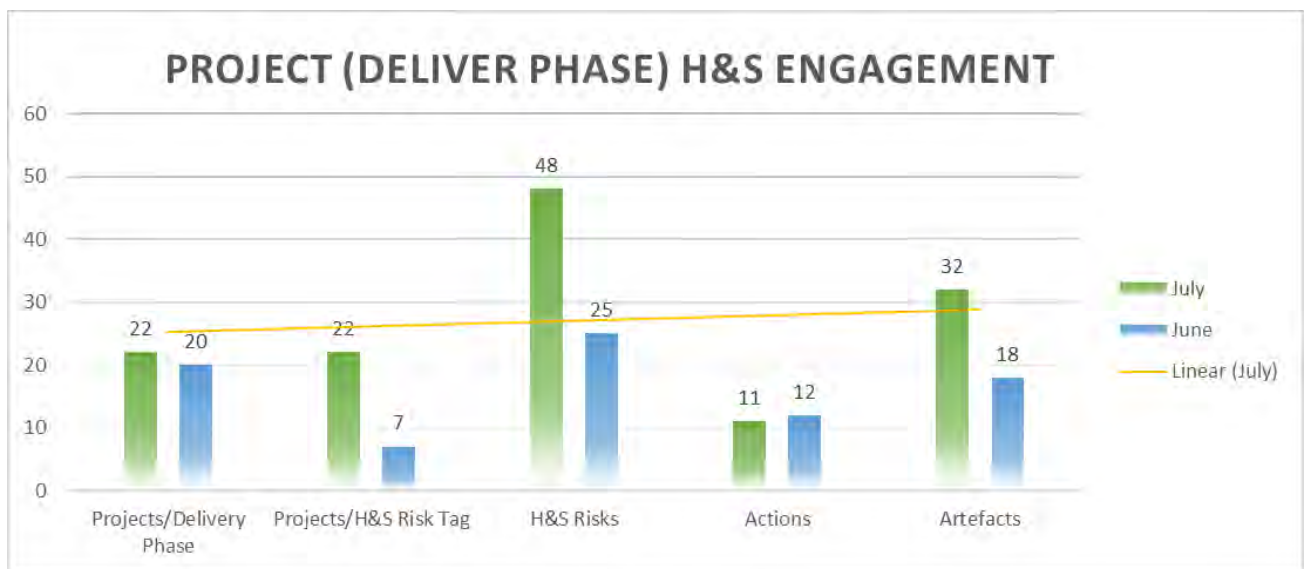
1. Member of public attempting self-harm on Panuku property, Henderson
2. Panuku contractor on a Panuku site being intimidated by members of the public, Henderson
3. Panuku marina staff member hand injury, sustained whilst retrieving a vessel mooring line.

3.2 Health and safety risks by project

Figure 2 highlights health and safety risk by projects in the delivery phase.

In July, we informed the Board that Panuku project managers were not always entering health and safety risk data into the project tool 'Sentient'. The lack of comprehensive project Health & Safety data in a single repository directly affects the transparency of health and safety risk. Consequently, this impacts on the executive's ability to consistently communicate to affected stakeholders and demonstrate the systematic management of each risk.

Figure 2. Health and safety risk: Project deliver



Graph Definitions

Delivery: The current phase that the project is operating in as defined by standard project management terms. Deliver or delivery is when the project has moved into doing and the project plan is being turned into action. Delivery reflects actual site physical works

H&S Risk Tag: This column heading reports that the delivery project manager has specifically identified for his or her project that a risk relates to health and safety.

H&S Risk: This column heading reports that a delivery project manager has reported multiple risks for one or more projects. i.e. Asbestos contamination, construction health and safety (working at height, excavations, plant and equipment).

Actions: describes the various activities that the delivery project manager undertook during the project associated with the H&S risks they identified for the project. Such activities demonstrate how the business discharges its duties under the Health and Safety At Work Act (2015), and may include everything from meeting minutes, to correspondence around Consultation, Cooperation, and Coordination where we have overlapping duties.

Artefacts: This is a technical or jargon term used by project managers to describe any type of a tangible by-product (usually documentation) associated with a project. This may include the health and safety risk register, review and monitoring of safety, business cases and project execution plans relevant to demonstrate compliance with the CMF.

Development and Project H&S Activity

Readers of this report should be looking to see that each project has at least two health and safety risks in most instances and multiples thereof for actions and artefacts. Actions are an important determinant that mitigations are in place to manage health and safety risk.

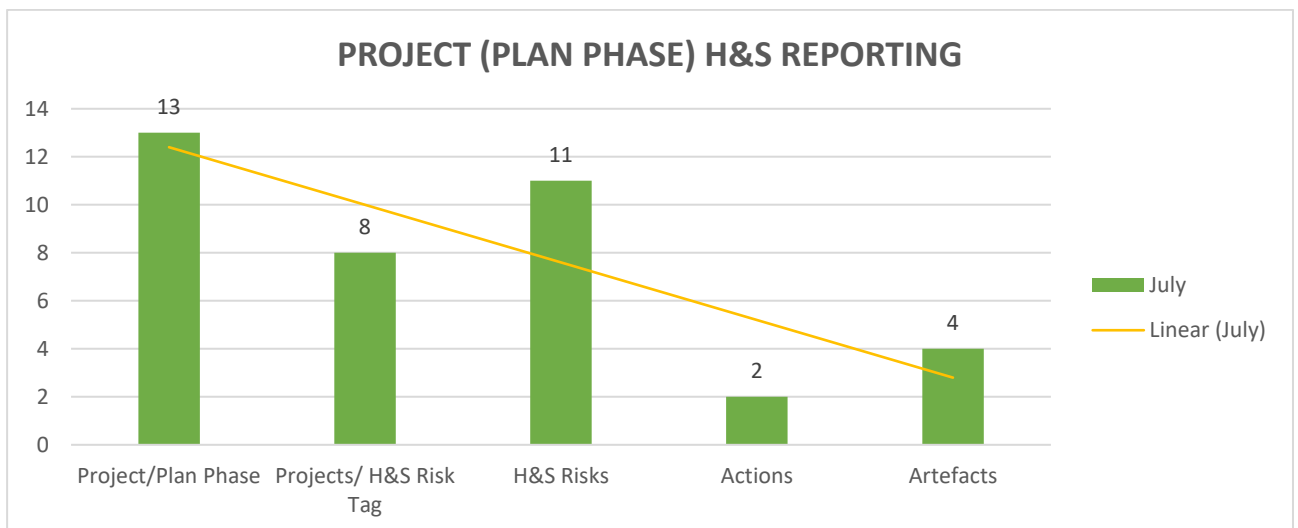
Project health and safety risk reporting continues to increase as staff gain a greater appreciation of the Contract Management Framework (CMF) and Panuku's responsibilities as a PCBU and how to use Sentient for project H&S information management. This includes increased clarity around health and safety processes within the project management framework, including what needs to be inputted and recorded.

Figure 2 (above), illustrates the connection between active capital works projects, Health and Safety (H&S) risks and risk mitigation (Actions). Of the 22 capital works projects in progress in delivery phase, all have been 'tagged' in Sentient with H & S risks. All have health and safety risks, however not all have determined the risk mitigations (Actions).

As can be seen from July's delivery phase H&S engagement (Figure 2) there has been a noticeable improvement in delivery project managers identifying that their projects will have H&S risks and what those risks are. Delivery project managers are continuing to improve their alignment with Panuku's health and safety Contract Management Framework (CMF) and this is visible by the increase in artefacts that are being saved against the project file.

The project "deliver" phase reporting is the first step in our H&S program of work to significantly increase the transparency of Panuku's project H&S activities by improvements in our reporting. Our next step will be to work individually with the delivery project managers to improve the comprehensiveness, quality and timeliness of H&S information. Panuku has a mid-range level of safety culture maturity, as defined by EY 2018 H&S audit. This next stage of the process is more involved as it cuts to the heart of the HSWA 2015 and Panuku's responsibility as a PCBU. This is where Panuku's operational H&S engagement and activity improves and more closely converges with the WorkSafe's guidelines and we continue our organisational H&S journey towards a greater level of safety culture maturity.

Figure 3. Health and safety risk: Project planning



As a health and safety priority, we continue to increase the transparency of development and project H&S engagement and activities by extending the project reporting in August to include the 'plan' as well as the 'deliver' phase of projects. The relatively low number of visible project actions and artefacts in this first month of plan phase reporting (Figure 3) indicates a lower level

of reportable H&S engagement. During August and September, we will be working closely with the project managers on their project “plan” and “initiate” phase H&S activities to guide them on Panuku’s responsibilities as a leading PCBU. To finish this piece of work around improving the transparency of development and project H&S engagement, we are planning to include reporting on the “close” phase of development and project engagement. The close phase of a project or “Lessons Learned” is seen by WorkSafe as an essential contributor to organisational H&S improvement and compliance.

3.3 Health and safety corporate risks

We will be working with the executive in August and then the Board to identify and agree on key corporate H&S risks which will be basis of on-going reporting. This work will be done in conjunction with the Panuku Risk Manager, David Middleton, to report back to the Board on the risk reporting framework and reference the hierarchy risk registers. Initial reporting to our Board on the corporate health and safety risks is anticipated in the October Board health and safety report.

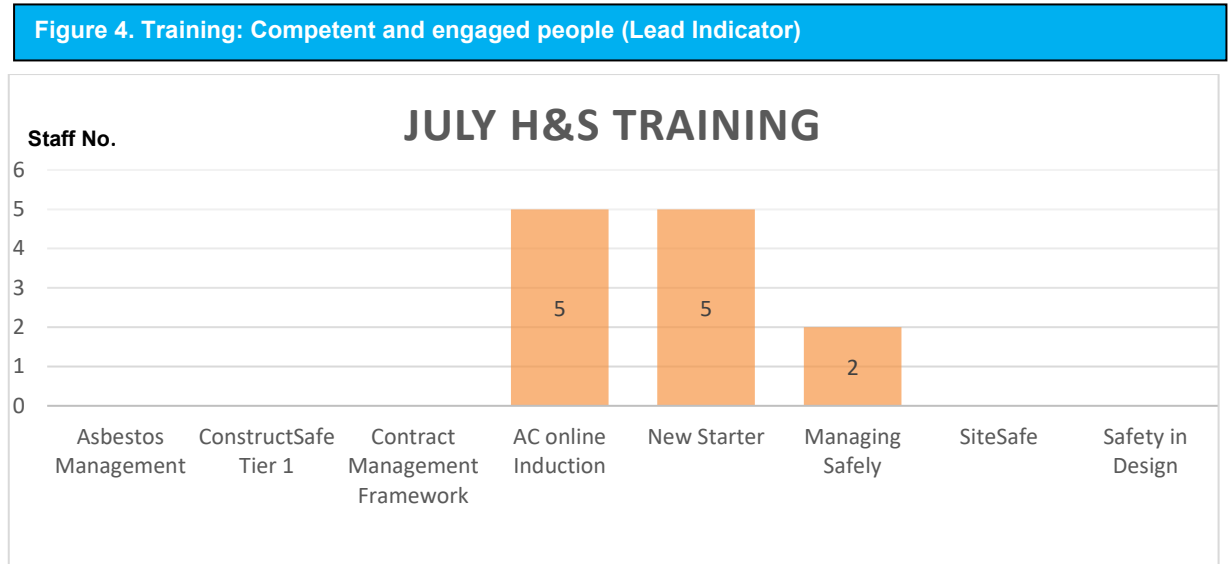
Last month, Board members posed a question as to whether Panuku as a business was at risk while we determined our approach to the testing of workers for impairment by drugs and alcohol. The question reflected a piece of work scheduled to be completed by the business in reviewing and potentially redefining roles deemed as ‘safety sensitive’ as we waited for Auckland Council to define ‘safety sensitive’.

Having considered the question, we are able to respond with the view that we continue to maintain our existing testing of new employees within marina operations, with the option of undertaking post-incident testing. We have reviewed our standard tender and contract template, used for construction works. This template outlines the requirement for our contractors to implement and maintain an effect policy for the management of drugs and alcohol. As a contract requirement we then have a duty to monitor this requirement against the contractors Site Specific Safety Plan (SSSP). As such we have no immediate concerns around the management of drug and alcohol impairment. We will progress this work once we have a full response from the shareholder.

We wish to inform the Board of a health and safety risk relating primarily to staff wellbeing, which relates to a member of the public. The individual concerned has frequented sites managed by Panuku around the Waterfront including placemaking events over the past year. This person has raised varied health and safety concerns which we have investigated and in the most part have found to be unsubstantiated. The persons’ interactions with our staff (including our CE) includes, phone calls, texts, emails and physical encounters. The communication can be abusive and threatening. We have advised our teams to avoid any direct confrontation with the individual, call security or the police if required and we do have access to a trespass order should the complainant enter a Panuku managed work site. However, it should be noted that the complainant’s actions are often within the public space. We have advised Council’s security team and are working with their legal and customer experience team. Council has a “Unreasonable complainant conduct policy” and a team who specifically manage very difficult “customers”. They will now write to this individual advising that they fit within this policy and directly manage all contact on our behalf. This removes staff from the need to receive and respond to any communications from the individual. Staff will be further briefed on this approach. This team have dealt with him before when he was causing issues with a senior council executive. The Board will be kept informed as we manage this health and safety risk.

3.4 Competent and engaged people

Figure 4 provides an oversight of health and safety training completed during July, by course type.



As signaled in last month's board report, H&S are now providing H&S reporting on monthly training activity including all current training courses and the number of attendees.

We have committed to completing SiteSafe (Consultants Passport) and ConstructSafe Tier 1 competency assessments for our project managers and property managers from August to October. This training, together with a refresher in the Contract Management Framework, form the basis of our foundation training in health and safety, which will be extend to Safety in Design once both SiteSafe and ConstructSafe have been completed.

4. Planning and development

4.1 Panuku Health and Safety Plan FY 2019/20

We have reviewed our planning for this year and outline the Panuku Health and Safety Plan FY 2019/20 priorities.

'The Plan' seeks to maintain our health and safety performance momentum. This includes ensuring our alignment to the Health and Safety Strategy 2017-2020. The Health and Safety Plan FY 2019/20 focuses on 'staff engagement' through our communication forums and our leadership, improved governance, system and process improvements, and training and development capability. The Health and Safety Strategy 2017-2020 sets out the following seven goals:

- **Goal 1:** Visible health and safety leadership
- **Goal 2:** Support and progress the implementation of Panuku's health and safety framework
- **Goal 3:** Engaged, competent and confident health and safety practitioners
- **Goal 4:** Consistent and measurable improvements in contract and project health and safety risk management
- **Goal 5:** Continual improvement in health and safety engagement and outcomes through monitoring, measuring and review
- **Goal 6:** Panuku staff walk the health and safety talk
- **Goal 7:** Investing in the success of people through health and wellness

The plan 'operationalises' the health and safety strategy and builds on last years' work (2018/19) including advancing the following actions:

- Increase 'activation' of Safety in Design within the initial phases of our project management
- Progress the scoping and implementation of a health and safety software solution to replace Risk Manager
- Implementation of increased health and safety accountabilities and tracking performance for staff with health and safety accountabilities through our staff performance reporting tool, Te Waka
- The implementation of ConstructSafe assessment competency (Tier 1) and Sitesafe training
- The reporting and tracking of critical risk through Sentient, across all phases of a project
- Implementation of the competency and capability assessment tool, Safe365

The Health and Safety Annual Plan FY 2019/20 has been summarised below and includes suggested improvements identified from the EY internal health and safety audit, completed in June 2018.

Action Priorities in FY 2019/2020

Number	Action Description	Goal	Directorate, Group, Team
1	Define, document and distribute the responsibilities of staff that hold health and safety accountabilities	Goal 1 Goal 6	➤ All
2	Further development and clarification of H&S metrics and their frequency. Reporting and communication of achievement against targets for all directorates	Goal 5	➤ All
3	Roll-out 'Safe365', a health and safety competency and capability assessment tool across all directorates to assist health and safety benchmarking and track performance improvement	Goal 2 Goal 3	➤ All
4	Develop a Panuku health and safety training framework through staff role and function analysis. Provide all staff a roll and function specific H&S training plan.	Goal 3	➤ All
5	Progress operational improvements and training in Safety in Design (SiD) to better position Panuku design and PM practitioners toward industry best practice	Goal 2 Goal 3 Goal 4	➤ Development ➤ PfMO ➤ Marina's
6	Continue to refine and deliver a framework for the management of contracts and agreements through a single source of truth.	Goal 2	➤ Development ➤ PfMO ➤ Marina's
7	Focus on continual improvement and positive safety behaviours	Goal 6	➤ All
8	Improve operational support through the development of a software solution aligned to our business requirements (RFI)	Goal 2	➤ Portfolio
9	Continue to develop, refine and implement Panuku's wellbeing framework	Goal 7	➤ All

To support the implementation of 'The Plan' we have commissioned a review of resourcing requirements through health and safety consultant's, Impac Solutions. The report findings are currently being considered by the Panuku executive.

4.2 Contract management health and safety

Under the previous health and safety plan FY 2018/19 we commissioned a review of the Panuku Contract Management Framework, CMF. The CMF represents Panuku's approach to managing health and safety across our various supplier relationships. Regular monitoring of the CMF is an important step in our health and safety due diligence, ensuring legal compliance and assisting in identifying opportunities for improvement of the System. The review concluded that the CMF remained an effective tool to manage health and safety across our business. The review identified some key actions including the need for a competency assessment to supplement the CMF training and supplementary communications to all staff around the location of guidance and templates relating to the CMF.

Since the review we have completed the following:

- The CMF is now integrated within the Project Management Framework (PMF). By incorporating the CMF into our project management framework, we ensure the CMF documents are controlled and direct accountability can be achieved through the various PMF gateways;
- Guidance material and links to controlled documentation is also available under the Panuku Info Hub (under H & S)
- Health and safety are working with the Programme Management Office (PfMO) to create a PMF linked H&S knowledgebase on the new PfMO SharePoint site
- Each project in delivery phase has H & S risks
- New starter CMF training is scheduled in August. Annual refresher training will be due in December.

As part of the health and safety plan FY2019/20 we will continue to improve the consistent use of the CMF and are applying further improvements through the following measures;

- CMF communications will form part of the annual H & S Communications schedule for 2019/20
- An initial competency assessment will be developed for future CMF training; and
- We will progress Project Manager and Development Manager H & S objectives through the staff performance reporting tool, Te Waka.

4.3 Health and safety reporting software solutions

We continue to progress the evaluation of a preferred health and safety software solution to replace the existing reporting tool, Risk Manager. The next step is to prepare a business case for the Panuku executive which will require their approval to proceed. This decision will be sought in September.

The preferred software solution is intended to complement our project management tool, Sentient, and the procurement tool in SAP.

Strategy Paper: Policy update and approval

Document Author(s)	Maxine Waugh, Manager Business Systems and Processes
Approver	Carl Gosbee, Director Corporate Services Roger MacDonald, Chief Executive
Date	12 August 2019

1. Purpose

To update and seek approval from the Panuku Board for:

- The proposed final wording for the Auckland Council 'Our Charter';
- Changes to the Panuku governance and management operational policies; and
- Panuku adoption of the group policy for business cases.

2. Executive summary

The Auckland Council group have completed the review of Our Charter, the consolidated set of principle-based behavioural policies, after extensive consultation across the council family. The proposed final wording has been circulated for feedback and approval in principle from all CCOs and council ELT. The Panuku ELT and Audit & Risk Committee have endorsed the draft final wording, and is included with this paper for Board approval, per **Attachment B**. Refer **section 6.1** below for further discussion of Our Charter.

Our Charter has been a useful initiative and has enabled Panuku to have group council policy to point to. It is intended that CCOs continue to develop their own more detailed operational policies in addition to group policy if they wish to, whilst remaining aligned to the principles and standards of the council group.

Panuku policies have been reviewed to ensure they remain valid and aligned to Our Charter, and for efficiency have removed those where there are duplications. Further, some policies are no longer required following the land transfer transaction from Panuku to Auckland Council in June 2019. Refer **section 6.2** below for further information of the policy review including detail of those policies that remain on the Panuku Policy Register, and those that are no longer required. Changes to Panuku policies were considered at the Audit and Risk Committee 19 August 2019 and are now included in this paper for board agreement.

The group Business Case Policy, the last of five group financial policies, has been developed and circulated for council family feedback. The draft policy wording was endorsed by the Finance and Performance Committee on 23 July 2019. The Panuku ELT and Audit & Risk Committee have endorsed the draft policy and recommend that it be approved by the Board. Further information regarding the business case policy is detailed in **section 6.3** below.

3. Strategic Context

Responding to Mayoral letters of expectation in 2017/2018 and 2018/2019 requiring CCO participation in the design and implementation of group-wide policies.

Development of a common set of principles, standards and policies for the whole of council in support of achieving key strategies as identified in the Statement of Intent (SOI), as aligned to the Auckland Plan.

4. Recommendations

That the Panuku Board:

1. Approve the proposed final wording to the principles, standards and bottom lines of the Auckland Council 'Our Charter', in principle, noting that the wording is still subject to change;
2. Agree the changes to the Panuku Policy Register for governance and operational policies specific to the organisation, following the land transfer transaction 26 June 2019 and adoption of Our Charter;
3. Approve the adoption of the group policy for business cases, as endorsed by the Finance and Performance Committee on 23 July 2019.

5. Prior Board and Council engagement and decisions

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
Finance & Performance Committee 27 April 2017	Protocol for group-wide policy development for procurement, insurance, treasury, business case, and sensitive expenditure	Approved
Panuku Board 26 July 2017	Information paper – Council group policies (first three financial policies: Treasury, Insurance and Procurement)	Received
Financial & Performance Committee 19 September 2017	Approval of group policies	Approved
Panuku Board 28 Feb 2018	Information paper – Council group charter, money and assets	Received
Governing Body, 22 March 2018	Auckland Council staff policies – principles and standards	Endorsement of Auckland Council group money and assets / sensitive expenditure principles and standards group policy
Financial & Performance Committee 23 July 2019	Group business case policy	Endorsed draft group business case policy; and Delegated approval of final group business case policy to the Chair of the Finance and Performance Committee and the group Chief Financial Officer following feedback from the council-controlled organisation boards

6. Discussion

6.1 Our Charter

About 18 months ago, Auckland Council reviewed all its behavioural policies, consolidated and developed a principle-based approach known as Our Charter. In March 2018, in response to Mayoral letters of expectation in December 2017 and January 2018

and the CCO accountability policy, the council group (including Panuku) agreed and adopted one of the six areas of Our Charter, namely the Money and Assets/Sensitive expenditure group policy.

Since then a working group (comprising council and CCOs' nominated staff) have been meeting to complete the remaining five areas with the goal for high level principles, standards and bottom lines, to also apply across the group. Refer to **Attachment A** for an illustration of Our Charter.

It is intended for CCOs to develop their own more detailed operational management policies in addition to group policy, if they wish to do so, whilst remaining aligned to the principles and standards of the council group. Panuku has elected to do so in some instances, as described in **section 6.2** below.

Refer **Attachment B** for the proposed final wording to the principles, standards and bottom lines of Our Charter. This is the draft prepared for the purpose of circulating for feedback and approval in principle from all CCOs and council ELT so it may be subject to change. The Panuku Audit and Risk Committee endorsed the proposed wording on 19 August 2019 and is now included in this paper seeking approval from the Board. Guidelines that underpin these will be reviewed and adopted where appropriate, subject to some wording changes to align with our operational policies.

Next steps are for Auckland Council to finalise the group approach to policies in accordance with the working group's recommendations. Panuku has been aligning in practice to Our Charter since its launch to council staff and Panuku employees are directed to Our Charter for policy guidance. Final wording is expected to be published within the next couple of months for group adoption.

In addition, Panuku is currently undertaking a review of the Gifts and Hospitality Policy under Our Charter, and internal processes for implementation and compliance with the policy.

6.2 Panuku policy review

A complete review of Panuku's strategic and operational policies has been undertaken, including all previous policies to ensure nothing has been excluded. The policies have been summarised into the following categories:

6.2.1 Panuku operational management policies

These policies sit under the umbrella of, and in addition to, Our Charter, and have been developed specific to Panuku operations. There is no clear conflict between Panuku and council policy statements, however the policies as listed below are under review with the CCO Governance team to ensure they remain valid, particularly with the intended full adoption of Our Charter, and the recent land transfer transaction of waterfront properties to Auckland Council. These policies will remain on the Panuku Policy Register unless otherwise advised.

Refer **Attachment C** for the Panuku Policy Register.

- Asset management policy – developed specific to Panuku, in alignment with Auckland Council's Asset Management Framework and Asset Planning standards requirements for the Long-term plan (LTP)
- Asbestos management policy – developed specific for Panuku in alignment with Auckland Council asbestos management requirements and health and safety legislation. An asset risk assessment is currently underway at Auckland Council, particularly for asbestos and seismic risk. Panuku policy will continue to be reviewed against, and aligned to, Council policy and guidelines as they are developed.
- Enterprise risk management policy – specific to Panuku in alignment with AS/NZS ISO 31000 Risk Management, and consistent with the risk guidelines of Our

Charter. Council are currently reviewing their risk management policy which may supersede our own policy.

- Grants and donations policy – developed specific to Panuku in the absence of no formal like-policy in Auckland Council. Sets the framework for providing grants and donations to external organisations within the mandated property management portfolio under the Delegation Instrument. Council's Assurance team are reviewing this policy against council's Community Occupancy Guidelines and Community Grants Policy to ensure complete alignment.
- Health and safety policy – developed for Panuku operations in alignment with Our Charter 'We look after our safety and wellbeing' and the council health and safety management framework.
- Mobile phone policy – aligned with the mobile phone guidelines in Our Charter and includes allowance for some legacy contractual arrangements with Panuku staff that existed prior to the Waterfront Auckland and ACPL merger in 2015
- Media policy and protocols – specific to Panuku and consistent with media relations and LGOIMA guidelines of Our Charter
- Marina rent setting policy – specific to Panuku marina operations continuing under the Delegation Instrument provided with the waterfront land transfer on 26 June 2019
- Property rent setting policy – specific to Panuku property management activities continuing under the Delegation Instrument at the time of the ACPL/Waterfront Auckland merger
- Selection of development partners policy – specific to Panuku when engaging with the development community for the delivery of Panuku property development projects. This policy is consistent with the council group procurement policy and spending guidelines of Our Charter.
- Guidance on housing mix for precincts and Panuku sites – whilst not a policy, this guideline was developed and approved by the Board in February 2019 to set the framework for Panuku to establish the desired housing mix for development sites and priority development locations.

6.2.2 Panuku governance / operational policies

These policies will also remain on the Panuku Policy Register unless otherwise advised.

- Board delegated authority policy – developed as part of the establishment package of policies for Panuku 1 September 2015, with subsequent revisions. The policy is currently under review, a draft of which was presented to the Board on 28 November 2018. Awaiting feedback and direction from the Board Chair. Further amendments are required to reflect the land transfer transaction in June 2019. Additional amendments may be required as a result of the Raranga business improvement programme.
- CE delegated financial authority (DFA) – this is the Chief Executive's delegations to the rest of the organisation. The DFA is regularly reviewed by the Finance Manager and approved by the CE.
- Governance policies – this is a historic set of policies from Waterfront Auckland and included as part of the establishment package of policies for Panuku 1 September 2015. This has not been refreshed by Panuku and is intended to be replaced by a Board Charter, timing yet to be determined.

6.2.3 Panuku policies no longer required

- Capitalisation of staff costs – this is a legacy policy developed for Waterfront Auckland in 2014 modelled on the Auckland Council Staff Capitalisation Policy. Since the establishment of Panuku, staff have complied with the council policy. With all assets now under Auckland Council ownership, the council policy for capitalising staff costs prevails and therefore an individual Panuku policy is no longer required.
- Corporate sponsorship – similarly a legacy policy developed by Waterfront Auckland in 2013 and at a time when requests for naming rights were being considered on buildings under Panuku ownership. Subsequent to the 26 June 2019 land transfer transaction, and with all assets now under Auckland Council ownership, governance and decision making for these issues is a council matter.
- Dividend policy – a policy developed by Waterfront Auckland in 2013 to assist with decisions and practicalities relating to dividend payments to the Shareholder (Auckland Council). Subsequent to the land transfer transaction in June, dividends will no longer be payable therefore the policy is no longer required.
- Lease accounting – similarly a policy developed for Waterfront Auckland in 2013 to provide guidance around the accounting recognition and treatment of lease agreements. The policy was modelled on Auckland Council’s policy for lease accounting. As Panuku no longer manages lease agreements, other than the building occupied by the organisation, a separate policy for Panuku is no longer required.
- Maori engagement policy – a legacy policy developed for Waterfront Auckland (WA) in 2014. Following the establishment of Panuku, a paper was presented to the Board on 28 October 2015 and approved, to develop a new Panuku Maori Engagement Framework combining previous policies of WA and ACPL. This work is progressing, and regular updates are provided to the Board. It was intended that the new Maori Engagement Framework replaces all previous policies. Panuku staff are also directed to follow the guidelines for engaging with Mana Whenua under Our Charter ‘We honour Te Tiriti o Waitangi’.

6.3 Group business case policy

The group Business Case Policy is the last of five financial policies to be developed by council in conjunction with the CCOs, as set out in Mayor Phil Goff’s letters of expectation addressed to CCOs dated 21 December 2016.

The first three group financial policies, Treasury, Insurance and Procurement, were approved by the Finance and Performance Committee in September 2017. Information on these three policies was provided to the Board at its meeting dated 26 July 2017. The fourth financial policy, sensitive spending, was approved through the adoption of the Money and Assets section of Our Charter in March 2018, as discussed in the opening paragraph of section 6.1 of this report.

The purpose of the group business case policy is to ensure consistent business case practice and governance is applied across the council group to achieve value for money in alignment with Auckland Council ‘Better Business Case’ standards, ten-year budget, and Auckland Plan outcomes. The principles of the policy are commitment to best practice project and programme management, transparency, promoting effective governance, efficient and effective processes that are fit for purpose, and good record keeping.

This policy is consistent with, and supports, the business case requirements per the Panuku Programme and Project Management Framework. The Portfolio Management Office (PfMO) have enhanced the programme business case process, being the most critical approval gateway for capital investment and revenue generation proposals. The PfMO communicated to the Board, 28 May 2019, on the Programme and Project Management frameworks, which have been operationalised at Panuku. Panuku senior

management provided feedback to the draft policy earlier this year and endorse the proposed group business case policy. The proposed policy was also endorsed by the Audit and Risk Committee on 19 August 2019.

The Finance and Performance Committee considered this matter on 23 July 2019 and endorsed the draft policy without any amendments. The key resolutions passed were:

“That the Finance and Performance Committee:

- a) endorse the draft group business case policy in attachment A of this report.*
- b) delegate approval of the final group business case policy to the Chair of the Finance and Performance Committee and the group Chief Financial Officer following feedback from the council-controlled organisation boards”.*

Refer **Attachment D** for the draft group business case policy, as endorsed by the Finance and Performance Committee 23 July 2019.

7. Financial implications

There are no financial implications as a result of this paper.

8. Implementation

Group adoption of the final wording to Our Charter and the group business case policy is expected within the next couple of months. Communication to all Panuku staff will follow. Panuku has been aligning in practice to Our Charter since its launch to council staff and Panuku employees are directed to Our Charter for policy guidance.

Communication of the revised Policy Register will follow as appropriate, following Board approval of recommendations contained in this paper.

Document Sign-off

Role	Name	Sign-off Date	Signature
Director Corporate Services	Carl Gosbee		
Chief Executive	Roger MacDonald		



Proposed Council Group Policy Document



We honour te Tiriti o Waitangi

E whakahōnore ana tātou i te Tiriti o Waitangi

We embrace the council group's commitment to a **treaty-based partnership** with Māori.

Honouring te Tiriti helps us to grow a sense of connection and belonging within our community. It contributes to protecting the history and environment of Tāmaki Makaurau and underpins the future of our city.

1. We understand the importance and help the council group to meet its **commitments to Māori** in Tāmaki Makaurau / Auckland.
2. We provide **opportunities for effective Māori contribution** throughout decision-making processes.
3. We **build our personal capability, pronouncing and using basic te reo Māori** and learning more about tikanga Māori and te Ao Maori.
4. We identify and develop post-treaty settlement **opportunities to benefit Māori and all Aucklanders**.

Bottom line:

We comply with the Maori responsiveness plans that apply to us.

Attachment B

How we honour te Tiriti o Waitangi

We recognise and respect the council group's commitments to te Tiriti o Waitangi / the Treaty of Waitangi, which includes achieving better outcomes for Māori to lift Māori economic, social and cultural wellbeing.

1. We understand the importance of and help the council group to meet its commitments to Māori in Tāmaki Makaurau / Auckland

- We learn about te Tiriti o Waitangi / the Treaty of Waitangi and the council group's specific commitments to Māori responsiveness in Tāmaki Makaurau / Auckland.
- We're able to explain and contribute to our team's Māori responsiveness plan.
- We contribute to Māori outcomes through our work.

2. We provide opportunities for Māori to contribute throughout decision-making processes

- We establish and maintain processes for Māori to contribute to decision-making.
- We support the development of Māori capacity to contribute to decision-making.
- We engage early and provide the right information to Māori to support informed decision-making.

3. We build our personal capability, using basic te reo Māori, and learn more about tikanga Māori and Te Ao Maori

- We are empowered to use Māori words and phrases in emails, meetings and conversation.
- We understand and practice tikanga Maōri and values in our daily work.
- We educate ourselves and our people on the Whiria Te Muka Tangata / Māori Responsiveness Framework and how we can contribute to the goals of the framework through our work.

4. We identify and develop post-treaty settlement opportunities to benefit Māori and all Aucklanders.

- We educate ourselves about the settlements that have occurred involving Tamaki Makaurau and the opportunities they may offer for Aucklanders.



We make this a great place to work

Nā tātou i tino rawe ai tēnei hei wāhi mahi

We value a positive, inclusive culture and we work together towards common goals. Our agreed behaviours or values guide us in how we work and interact with others, and help us to strive for excellence. We act in a way that builds trust and values contribution.

We do not tolerate unlawful discrimination, harassment, bullying or unfair treatment of others.

We're comfortable to be ourselves at work.

1. We demonstrate agreed **behaviours or values** in our dealings with others and promote a productive and enjoyable workplace (For Auckland Council this is Serve, Collaborate, Develop and Achieve; for CCOs please see your own organisation's behaviours/values)
2. We **respect and care** for each other and our organisation.
3. We actively engage in our work and encourage those around us to contribute.
4. We take pride in our inclusive culture, which supports a diverse workforce that reflects Auckland.

Bottom line:

We are respectful to others at all times

Disrespectful and discriminatory treatment of others is not tolerated. This includes inappropriate physical contact, harassment or bullying towards another person. Disciplinary action may be taken against employees who behave towards others in a way that is inconsistent with Our Charter.

Attachment B

How we make this a great place to work

We're at our best when we demonstrate agreed behaviours or values, and care about others and our organisation. Being inclusive of people from diverse backgrounds with different perspectives makes us strong and helps us to serve Auckland more effectively. We're comfortable to be ourselves at work and ensure everyone has the same opportunity to contribute and succeed at work.

1. We demonstrate agreed behaviours or values in our interactions with others and promote a productive and enjoyable workplace

- We take ownership of resolving problems and delivering results.
- We leverage the skills and expertise of others, actively listen and respect different ideas and perspectives.
- We purposefully collaborate across teams, the organisation and the council group.
- We speak up when things go wrong and take action to make things right.

2. We respect and care for each other and our organisation

- We're considerate of others and we communicate respectfully with each other.
- We acknowledge the importance of open dialogue and feedback and we will ensure that feedback is always given constructively and respectfully.

3. We actively engage in our work and support those around us to contribute.

- We take responsibility for developing our capability and support the development of others.
- We seek opportunities to improve how we work and what we deliver.
- We proactively involve others in decisions that affect them.
- We're ambassadors for the council group when we're serving our customers and communities.

4. We take pride in our inclusive culture, which encourages a diverse workforce that reflects Auckland.

- We take the lead in being inclusive and seek out diversity in thought and experience when collaborating, creating and innovating.
- We develop our capability and understanding of Māori responsiveness and actively support the development of others.
- We consider and meet the accessibility needs of our people.
- Where practical, we will enable our people to work flexibly.



We look after the people we serve

Ka tiaki tātou i te iwi ka whakarato nei tatou

We're here to serve and we do it in a way that enables people to trust and have confidence in the council group.

We strive to deliver an excellent level of service to all Aucklanders - our citizens, communities, customers, colleagues, and elected members.

Our decision-making is transparent, inclusive and respectful of the needs of diverse Aucklanders and visitors, and we have an unrelenting focus on improving the experience of those who interact with the council group.

1. We **understand** Aucklanders, their diverse needs and the services we provide to them.
2. We own the customer experience and **take responsibility** to make sure issues are resolved.
3. We deliver **outstanding service**.
4. We **include** Aucklanders in our decision-making.
5. We look for **better ways** to give Aucklanders the service they want.

Bottom line:

We are professional, respectful and courteous towards the people we serve

We don't tolerate unprofessional behaviour, disrespect or abuse towards anyone.

How we look after the people we serve

We all serve Aucklanders in some way and we are committed to providing a high-quality service.

We make it easy for people to access our services regardless of their age, gender, sexuality, ability, ethnicity, religion or culture.

We also have a responsibility to:

- understand Aucklanders' needs
- act in a professional, fair and inclusive way, and
- deliver results which make a positive difference.

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1. We understand Aucklanders, their diverse needs and the services we need to provide to achieve their outcomes.

- We show empathy and respect to our customers.
- We consider and meet the accessibility needs of the people we serve, such as visual, hearing, language or literacy needs.
- We're respectful, polite and professional in our dealings with Aucklanders. We use plain language that is courteous and appropriate

2. We own the customer experience and take responsibility to ensure issues are resolved

- We put the customer first and take care of them throughout their journey with us, ensuring their experience is fast, easy and efficient.
- We see the council group through the eyes of Aucklanders to identify ways to improve their experience and act in a way that instils trust and confidence in the council group.
- We take ownership of issues when they arise, resolve them proactively and promptly, and keep Aucklanders informed of progress.

3. We deliver outstanding service

- We meet the customer service standards that apply to our organisation and the work we do. We apply these standards to all customers, whether internal or external.
- We deliver value for money to both our customers and the council group.
- We make quality decisions: objective, robust, fair, consistent and impartial.
- We're accountable and transparent in our work and decisions.
- If we get something wrong, we take action to make it right.

4. We include Aucklanders in our decision-making

- We support our elected members and boards with evidence-based, impartial advice and robust social, economic and community impact assessments.
- We support meaningful consultation and engagement with mana whenua, mataawaka and our diverse communities, and value the feedback they provide.
- We make sure our decisions are informed by accurate insights into Aucklanders' needs and desired outcomes.

5. We look for better ways to give Aucklanders the service they want

- We gather feedback from citizens, customers and communities, and use it to continuously improve our services.

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- We include customer's feedback in developing products and services



We look after our information

He tiaki i ā tātou pānga kōrero tā tātou mahi

As a public organisation our information must be easily accessible to the public. At the same time we're entrusted with sensitive and personal information that we respect and protect at all times.

We consider how we access and store information and we're always alert for scams that put our organisation at risk.

1. We know that all information **can be made public** unless there is a good reason not to.
2. We create and maintain full and accurate records of council's activities
3. We keep all **information** held by the council group **safe**.
4. We only **access the systems and information that we need** to do our jobs.
5. We keep the council group's **reputation safe**.
6. We keep our **computer systems safe**.

Bottom line:

We must have a justified business reason to access or release information

Accessing or releasing information to others (including the media) without authorisation will not be tolerated. Sensitive (including personal) information or information held in confidence may only be accessed when there is a clear business need to do so, and disciplinary action may be taken if information is accessed or disclosed to a third party without authorisation.

We must obtain authorisation before we destroy or authorise the destruction of protects records

For Auckland Council this means the that the disposal of records must be authorised by the Corporate Records & Archives Manager, and the Team Leader Records Management and the Team Leader Archives Management

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How we look after our information

Being an open and transparent council group is one of the ways that we build trust with Aucklanders, and our starting point is that everything is publicly available. However, there are instances when we need to maintain confidentiality.

1. We know that all information can be made public unless there is a good reason not to

- We know that all information we have is discoverable by the public under the Local Government Official Information and Meetings Act (LGOIMA) unless there is a good reason to withhold it, such as being personal or legally privileged information.
- We know that responding to public information requests is a legal requirement, which must be met within statutory timeframes and we prioritise these requests.
- We know that Aucklanders can request their own information or ask for their information to be corrected if they provide proof of their identity.

2. We create and maintain full and accurate records of council's activities

- We document our work to accurately and completely reflect council's activities and decisions. This includes work undertaken on our behalf by contractors.
- We only store our records in approved corporate systems, so they can be managed and protected for as long as they are required, and so that everyone who needs to access and use the information can.
- We name our records in accordance with naming standards so that we can easily find them again, and manage similar records together.

3. We keep all information held by the council group safe

- We don't disclose sensitive or personal information about employees, customers or council group partners to anyone without authorisation.
- We help keep our information accurate and protect it from being modified or deleted in a way that is not appropriate.
- Before taking or storing images or footage of people, where it's practical, we let them know and/or get their permission.
- If we breach someone's privacy by mistake, we immediately report it and seek advice from our manager.

4. We only access the systems and information that we need to do our jobs

- We know our internet access is for business reasons, and that personal use must be limited.
- We don't access prohibited sites using devices issued by the council group, whether we're at work or at home unless authorised.
- We know that our usage of the internet may be monitored at any time.

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- We only access our network using the credentials we're given, using approved council group hardware and software.

5. We keep the council group's reputation safe

- We act professionally in all communications because we know that all information can become publicly available unless there is a good reason to withhold it.
- We think about the way we use social media and how it could reflect on the council group.
- We don't speak with the media on the council group's behalf or discuss council group matters unless we have our media team's permission to do so.
- If we have personal data or images on our council device, we know it can be accessed by the council group.
- We show respect for others and don't forward attachments or content that could cause offence to our colleagues or customers.

6. We keep our computer systems safe

- We keep our passwords secure and don't share them with anyone because we know we're responsible for any activity that is performed under our login details. We use the council [guide to create a complex password](#).
- We're always alert for email scams or malicious activity that poses a risk to our systems or data.
- We only store our information on approved council group systems.
- We avoid public wireless networks because they are vulnerable, and we make our home wireless network secure when working from home.



We look after our money and assets

Ka tiaki tātou i ā tātou tahua me ngā rawa

We're stewards of Auckland's assets and we use all money and resources in a way that delivers the best value for money and builds trust with the public.

We're open and transparent in the way we operate and make decisions, and we act with integrity and in accordance with the law at all times.

1. We **take care** of council group property and assets.
2. We're **prudent** and choose the best value for money when making spending choices.
3. We only give or accept gifts and hospitality when there's a **justifiable business purpose**.
4. We only undertake travel **when it's necessary** and there's a justifiable business purpose.
5. We **declare and manage** all actual and perceived conflicts of interest.

Bottom line:

We have zero tolerance for fraud, dishonesty or illegal behaviour

All instances will be investigated and may be referred to the police. All council group spending must have a justifiable business purpose, be prudent, provide value for money, and be in line with all delegations and processes.

Attachment B

How we look after our money and assets

The council group's money, resources and assets belong to Aucklanders, so the ways we use them are open to public scrutiny.

The council group has zero tolerance for dishonesty, fraud or corruption and we have a shared responsibility to prevent and report any incidents of illegal behaviour.

We take care of the public's money and everything we do is transparent and can be disclosed to the public.

1. We take care of council group property and assets

- We take care of council group devices issued or made available to us, and take responsibility for protecting them from damage or theft at all times.
- We don't allow others to access or use council group property, such as cash desks or computing devices, unless authorised approval has been provided.

2. We're prudent and choose best value for money when making spending choices

- We consider the financial impact of all decisions and make conservative spending choices.
- We each follow all procurement and purchasing guidelines and procedures and we know that trying to bypass these processes is not allowed.
- We don't spend council group money (including catering and other discretionary spending) unless there's justifiable business purpose. We ensure the costs are reasonable and we have the approval of the budget holder first.
- We each act within our delegated financial authority at all times.
- We don't use a council group P-card for personal use.

3. We only give or receive gifts when there's a justifiable business purpose

- We declare all gifts or hospitality offered (whether accepted or not) to our people leader and on the appropriate register.
- We don't accept gifts or hospitality where acceptance will create either a real or perceived conflict of interest.
- We don't give or accept cash gifts, or cash equivalents such as gift vouchers or gift cards.

4. We only undertake travel when it's necessary and there's a justifiable business purpose

- We consider the cost and environmental impact when we make travel choices, and use the lowest cost option or alternatives such as:
 - Skype
 - video or teleconferencing, and

Attachment B

- walking or public transport where possible.
- We only seek reimbursement for travel-related costs where there is a genuine business purpose for the expense and our people leader approves it.

5. We declare and manage all actual and perceived conflicts of interest

- We each disclose all conflicts of interests we have, and avoid situations where our personal relationships could influence a council group decision or make others question whether we're acting fairly.
- We think about how situations could be perceived by others, even if there is no actual conflict of interest.



We look after our safety and wellbeing

Ka tiaki tātou kia āhuru, kia ora tonu tātou

We put the health and safety of our people and the people of Auckland first.

We empower all people working in the council group to stop work and speak out if they see unsafe work practices so we can build a safer environment for our people and visitors.

We recognise the importance of maintaining a work-life balance that supports our people to be their best.

1. We know what to do to **meet health and safety requirements**.
2. We speak up and stop work in order to **prevent harm** to ourselves or others.
3. We make sure we have the **right training, knowledge and experience** for the work we do.
4. We're mentally well and physically **fit** to do the job.
5. We take care of ourselves and others and **ask for help** when needed.

Bottom line:

We never compromise our health, safety and wellbeing at work

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How we look after our health and safety

We may be exposed to physical or psychological hazards as we do our jobs. Work can also be stressful at times, which may change people's behaviour and increase the risk of harm.

1. We know what to do to meet health and safety requirements

- We find out and understand our health and safety responsibilities, and how to respond to any form of hazard.
- We're aware of the hazards we're potentially exposing our people to and have appropriate procedures in place to control them.

2. We speak up and stop work in order to prevent harm to ourselves or others

- If we see a hazard or unsafe work practice we'll record it on our health and safety reporting tool, inform our people leader and be proactive in removing the hazard.
- If we see a hazard or unsafe work practice that could lead to an immediate risk of harm, we have the right to stop work until the hazard or risk has been appropriately controlled. We have the complete support of our executive leadership team to do this.

3. We make sure we have the right training, knowledge and experience for the work we do

- We make sure we're trained, have the right knowledge, skills and experience to do our jobs. We only do high-risk work if we're specifically trained or appropriately supervised for it.
- We make sure our workplace and tools are safe and don't misuse or mistreat our equipment. We make sure we use the right tools for the job.
- When we handle money, tools, machines or property, we follow the procedures to keep ourselves and others safe and the items secure.

4. We're mentally well and physically fit to do the job

- We must report fit for duty and be able to perform the tasks assigned to us. We don't work when our performance is affected by drugs or alcohol, especially in safety-sensitive roles.
- We enable the use of flexible working arrangements where appropriate.
- We're aware of how we're feeling, and we proactively manage our energy levels, and mental and physical health.

5. We take care of ourselves and ask for help when needed

- We work safely and don't take shortcuts.

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- We take leave regularly as it's important for our physical and mental wellbeing, and we take leave if we're unwell so we can get better.
- We take care of our mental health and ask for help when necessary.
- We know it's important to balance our whānau's wellbeing and community commitments with our work life.
- We make a safe return to work following an injury or illness.

Attachment C Policy Register

Updated 7 August 2019

Ref	Policy name	Original issue date	Frequency of renewal	Last review date	Approved by	Next review date	ELT member responsible	Comments
A1	Asset Management	7 Aug 2018	3-yearly		Chief Executive	Aug 2021	Director Portfolio Management	
A2	Asbestos Management Policy	22 Aug 2018	3-yearly		Chief Executive	Aug 2021	Director Portfolio Management	
B1	Board Delegated Authority	1 Sept 2015	Annual	26 Jul 2017	Panuku Board	Due now	Executive Officer / Company Secretary	Policy currently under review. Amendments required for land transfer transaction (Jun 2019) and outcome of Raranga / ICE once advised.
D1	Chief Executive Delegated Financial Authority	1 Sept 2015	Annual	27 Jun 2018	Chief Executive	June 2019	Director Corporate Services	Updated regularly by Finance Manager with staff changes. To be read in conjunction with Board Delegated Authority Policy.
E1	Enterprise Risk Management Policy	1 Sept 2015	Biennial	27 Sep 2017	Audit & Risk Committee Panuku Board	Sept 2019	Director Corporate Services	
G1	Governance Policies	1 Sept 2015	3-yearly		Panuku Board	Sept 2018	Executive Officer / Company Secretary	To be replaced by Board Charter (timing to be confirmed)
G2	Grants and donations	25 Sep 2013	3-yearly	25 May 2016	Panuku Board	May 2019	Director Corporate Services	Quarterly report to Board on grants and donations against budget Policy review underway
H1	Health and safety	1 Sep 2015	Annual	1 Oct 2018	Chief Executive <i>To be approved by the Board in future (A&R minutes 9/4/19)</i>	Oct 2019	Chief Operating Officer	
M2	Mobile Phone Policy	25 Jan 2016	3-yearly	1 Dec 2017	Chief Executive	Dec 2020	Director Corporate Services	

**Attachment C
Policy Register**

Updated 7 August 2019

Ref	Policy name	Original issue date	Frequency of renewal	Last review date	Approved by	Next review date	ELT member responsible	Comments
M3	Media Policy and Protocols	4 Feb 2016	3-yearly	1 July 2018	ELT <i>To be approved by the Board in future (A&R minutes 9/4/19)</i>	July 2021	Director Corporate Affairs	
M4	Marina Rent Setting Policy	24 Jul 2017	3-yearly		Audit & Risk Committee / Chief Executive	July 2020	Director Portfolio Management	
P1	Property Rent Setting Policy	26 Nov 2014	3-yearly	16 Nov 2017	Chief Executive	Nov 2020	Director Portfolio Management	
S1	Selection of Development Partners Policy	12 Mar 2013	3-yearly	13 Sep 2018	Panuku Board	Sep 2021	Director Development	

Auckland Council Group Business Case Policy

1. Purpose

The purpose of this policy is to ensure consistent business case practice and governance is applied to achieve best value for money in alignment with Auckland Council 'Better Business Case' standards, 10-year Budget and Auckland Plan outcomes.

2. Scope

This policy applies to all investments delivered through programmes and projects undertaken by, or on behalf of, Auckland Council group including all Council Controlled Organisations (CCOs) with the exception of Ports of Auckland Limited.

3. Context

The 10-year and Annual Budget¹ processes set budgetary provisions for major investment of public funds. Many investments have direct implications for the level of rates required to be charged to Aucklanders. Other major investments have non-rates funding sources but still involve significant implications, risks or opportunity costs for our community.

4. Principles

This policy will be achieved under the direction of the following principles:

Principle 1: Commitment to best practice project and programme management as a means to achieve desired outcomes, promote value for money, and ensure effective stewardship of public funds and resources.

Principle 2: Being transparent - acknowledging that it is not enough to just make good decisions with public money, but that it is also important to be transparent about how those decisions were made, what alternative options were considered, and the key risks associated with those decisions.

Principle 3: Promoting effective governance – ensuring that investment decisions are made at the right level, including at a CCO board and management level where appropriate.

Principle 4: Efficient and effective processes that are fit-for-purpose – processes should be value-adding, support better informed decision making and not add unnecessary cost or time to project delivery.

Principle 5: Good record keeping – processes should ensure that business case documentation is readily available and supports effective review by audit and other stakeholders whilst managing confidentiality and commercial sensitivity.

¹ Auckland Council uses the terms "10-year Budget" and "Annual Budget" to refer to the council group's Long-term Plan and Annual Plan respectively.

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5. Minimum standards

The 10-year and Annual Budget processes set budgetary provision. In order to progress, capital and operating investments delivered through programmes and projects are required to have an approved business case that aligns with Auckland Council's 'Better Business Cases' standards and Investment Delivery Framework (IDF) or equivalent. It is acknowledged that certain transport projects will need to meet the specific requirements of the New Zealand Transport Agency's (NZTA) Business Case Approach.

The business case is a document containing information to justify an initiative is (and remains) desirable, achievable and viable and therefore worthwhile investing in. A business case typically demonstrates strategic alignment, makes a case for change, and provides a range of options including scope, quality, and timelines to inform a preferred solution that optimises costs, benefits and risks.

The business case will vary depending on the value, complexity and risks involved. It should be fit for purpose, minimise compliance costs and provide value to Auckland.

6. Effective governance

The 'Better Business Cases' standards require quality information and staged decision-making, by appropriate levels of authority, to ensure quality investment advice, assurance and decision-making.

Within the Auckland Council Group, some decisions are the responsibility the Governing Body or one of its committees. For example, including a funding provision in the 10-year or Annual Budget in respect of a major investment or giving shareholder approval in respect of a major transaction. In these circumstances, effective governance is best supported by the provision of quality information and advice.

For those decisions, the Governing Body or any of its duly appointed committees may require (acting through the chair) that relevant business case information is provided prior to exercising its decision-making responsibilities. In determining what information is relevant, consideration will be given to:

- The significance of the investment decision under the council's Significance and Engagement Policy
- The degree of public interest in the investment decision
- The quantum of public funding proposed and the extent of risk to ratepayers

7. Amendments

The Chair of the Finance and Performance Committee and the Group CFO may approve amendments to this policy, which do not change its intent, scope and purpose.

8. Relevant policies and documents

- [CCO accountability policy](#)
- Committee terms of reference (multiple)
- Access to information by elected members policy (draft)
- [Investment Delivery Framework \(IDF\)](#)
- [Auckland Council's Better Business Cases Standards \(BBC\)](#) (Internationally recognised best practice standard, as interpreted by Auckland Council in alignment with New Zealand Treasury standards)
- [NZTA Business Case Approach \(BCA\)](#)
- [Quality advice standards](#)
- [Our Charter](#)
- [Governance Manual](#)
- [Significance and Engagement Policy](#)
- [Auckland Council Local Governance Statement](#)

Information Paper: Transform Manukau – summary of the enhanced programme business case

Document Author(s)	Clive Fuhr
Reviewer(s)	Allan Young; David Rankin
Date	19 August 2019

1. Purpose

The purpose of this paper is to provide the Board with a summary of the updated Programme Business Case for Transform Manukau (Enhanced Business Case Programme Overview).

2. Key issues

You received and approved a Programme Business Case (PBC) for Transform Manukau at your meeting in June 2019. However, as noted in that PBC, it was largely drafted before the joint PBC with the crown was completed and presented to Cabinet in late May 2019.

The Enhanced Business Case Programme Overview (attached) includes narrative that refers to the joint business case with the Crown that was received by Cabinet in May 2019 and reflects this in the ongoing work on this programme in the 2019/20 financial year.

The full PBC for Transform Manukau has now been updated *Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA*. A full restated PBC to reflect the joint business case work is available in Board Books.

This summary of the ‘enhanced’ PBC contains the same budget and programme information as that approved by the Board at the May 2019 meeting. The approved PBC includes a programme of public realm works and makes provision for Panuku to contribute to new community facilities. The overall budget available for Transform Manukau was moderated to meet the funding constraints of Panuku across the wider priority area programme.

The enhanced PBC and this summary also include information on preferred land use and urban form previously presented to the Board’s Priority Locations Committee in April.

Effectively, this summary PBC sets out in a clearer narrative form the main issues contained in the full PBC and contains an overview of the more detailed work that has been carried out to guide the preferred development of council owned land.

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.

3. Discussion

The updated PBC work builds on the previously agreed Panuku programme that the Board approved in May 2019.

The PBC approved in May 2019 includes:

Public realm works related to:

- Puhinui stream regeneration project – with Healthy Waters.
- New walkway along the Puhinui of Counties Manukau DHB land.
- Replacement playground in Wiri close to the Barrowcliffe housing development.
- *Withheld from the public under S7(2)(h) of the LGOIMA.*
- Hayman Park upgrade – with Healthy Waters and Community Facilities.
- Barrowcliffe Bridge improvements to support walking and cycling.
- Legal formation of laneways on 14 Davies Avenue.
- Improved walking and cycling measures in Manukau town centre.
- Manukau Plaza – short term upgrading and longer-term planning in conjunction with Scentre Group’s development plans for Westfield mall.

Public Good investment:

- Contribution to community facilities (e.g. Library)
- Contribution to Sports Bowl development.

People and Prosperity Investment:

- Collaboration with ATEED and TSI on a range of social procurement, job skills and business development opportunities, including The Kitchen Project.
- Place activation activities.

Property development activities:

- Legal action to remove restrictive covenants.
- Potential financial support for affordable housing initiatives.
- Finalise hotel and apartment development agreement on Lot 3, 33 Manukau Station Road.
- Sites development strategies for:
 - 2, 8 and 14 Davies Avenue, 8 Osterley Way; 50 Wiri Station Road; 33 Manukau Station Road, 2 Clist Crescent the MIT expansion land.
- Establish strategy for Rainbow’s End lease arrangements.
- Explore and capture crown property development opportunities that fulfil Panuku renewal objectives.
- Support Council to roll out its corporate accommodation ‘Hub’ strategy in central Manukau.

Confidential

Transform Manukau

Enhanced Business Case
Programme Overview

FINAL 21 August 2019



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EXECUTIVE SUMMARY

PARTNERSHIP APPROACH
TO TRANSFORMING
MANUKAU

Partnership approach to transforming Manukau

Manukau is one of Auckland's major metropolitan centres, identified as the 'hub of the south', and a Panuku priority location. Transform Manukau aims to create a thriving city centre, connected to healthy and sustainable neighbourhoods.

This overview of the updated Programme Business Case develops our approach to working in partnership with the Crown. It also expands upon the overall vision and development potential of the council-owned land and outlines the planned activities and management approach.

As with all priority location programmes, Transform Manukau uses Council's land holdings, and their value, to both catalyse development activity and to reinvest the proceeds of sales for public good.

This overview brings together a range of Panuku, council family and Crown work-streams, including property sales, to achieve attractive development outcomes, upgraded public realm and community facilities, community building and coordinated economic and community development initiatives.

A major focus on is on the collaborative working relationship with the Crown's new urban development agencies and activities.

This Programme Business Case overview is divided into five sections:

1. Strategic case:

Confirms the strategic context for the proposal and the case for change

2. Economic case:

Identifies several possible options, analyses the costs and benefits, and recommends a preferred way forward

3. Commercial case:

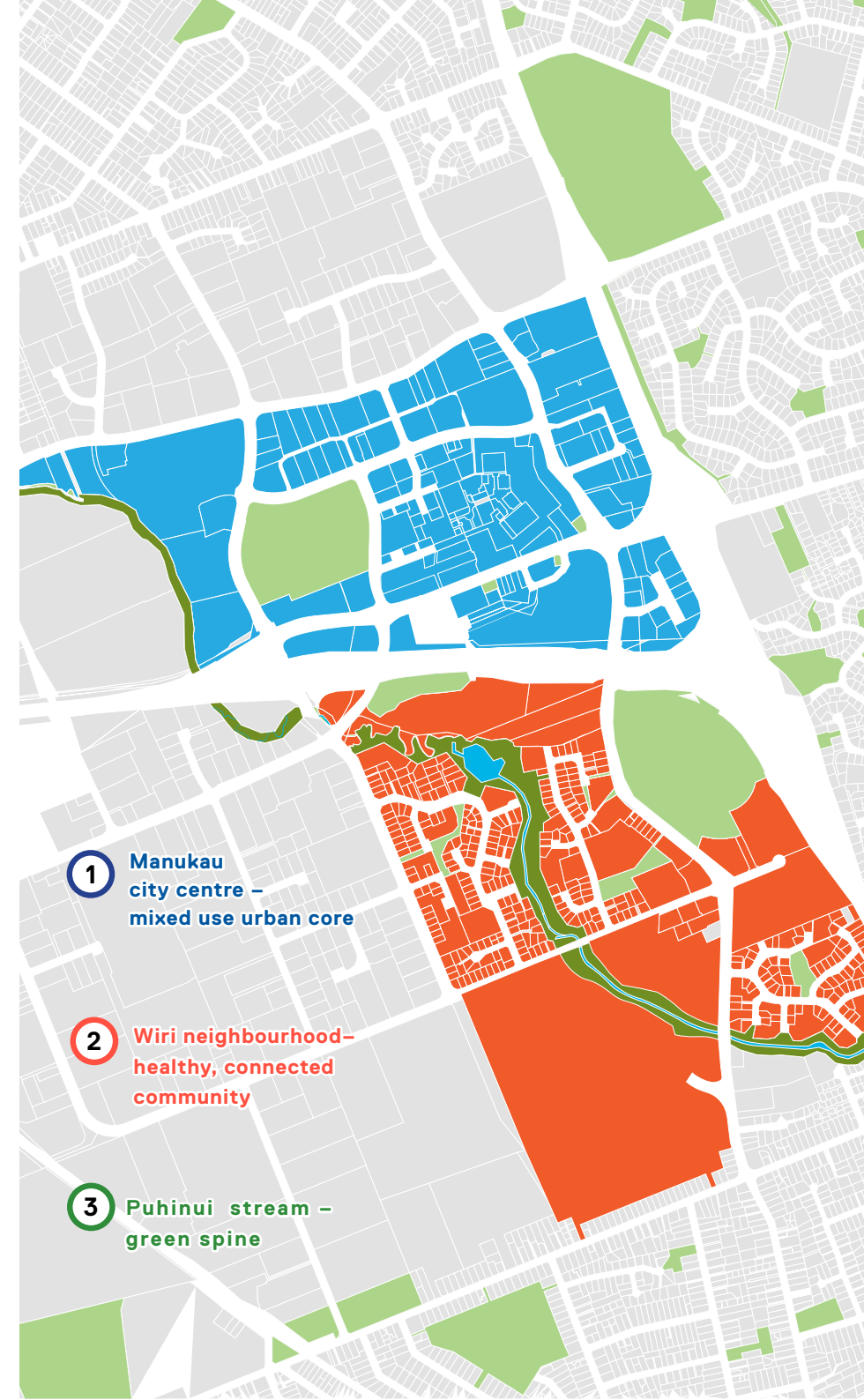
Sets out how the transformation will be achieved, considering current market conditions

4. Financial case:

Presents indicative funding requirements for the project

5. Management case:

Establishes a framework for managing and monitoring the performance of the programme



Delivering on the three transformational moves

1 Manukau city centre – mixed use urban core

Manukau will have moved beyond the 9-5 economy and will have a thriving and safe night life. Along with the new school there will be a thriving sense of community.

- Medium- and high-rise apartments with a mix of tenure and typologies, clustered around Hayman Park and close to transport.
- A next-generation mall, opening onto public spaces and providing ‘community life’ as well as just retail, entertainment and food offer.
- Government and council offices consolidated in new buildings, close to transport.
- A metro school and new library/ community facility providing a hub for new and existing residents and workers.
- Upgraded streets and open spaces, for safe attractive movement around the centre by foot or cycle.

2 Wiri neighbourhood – healthy, connected community

Redevelopment of older state housing will see more mixed tenure communities and improved amenities. The area will be better connected to the centre through greenways that encourage walking and cycling.

- More intensive mixed-tenure housing, wrapped around safe attractive public spaces.
- Improved Wiri school and playgrounds as centres for community life.
- Connections to the town centre by walking and cycling, improving health and fitness and access to rapid regional transport.

The southern area is largely driven by crown investment, particularly the acceleration of Housing NZ state house regeneration programme.

3 Puhinui Stream – Green Spine

The green spine, connecting the harbour to the maunga

- Local connections and amenity along the stream, with places to walk, cycle and play.
- Improved water quality and stormwater management.
- Engagement with mana whenua and local community to improve biodiversity and the ecological environment.



1. STRATEGIC CASE

THE
CASE FOR
CHANGE

Why Manukau?

Since its inception in the 1970s, Manukau was intended to become the hub of south Auckland. The Auckland Plan 2050 identified Manukau as one of Auckland's three major metropolitan centres. It is a Panuku 'transform' priority location, that aims to create a thriving city centre, connected to healthy and sustainable neighbourhoods.

Despite periods of growth, Manukau is not currently functioning as a Metropolitan Centre with the expected corresponding residential growth and commercial activity.

As Auckland grows, it is even more vital that this part of the region fulfills its potential as the anchor for population and employment growth in south Auckland. If Manukau does not become a centre for the South, this risks growth being spread across the region and the benefits of agglomeration for economic growth not being realised.

Manukau vision

The vision is to create a centre where people want to, and can, live, work and play. Significant public and private investments are planned for Manukau, including transport, retail and residential housing.

This regeneration will become a catalyst to spark a wider renaissance, establishing a thriving and connected Manukau. Significant



Public ownership of land in Transform Manuka area

-  Auckland Council Land For Development
-  Auckland Council Parks, Recreation & Public Space
-  AC Land Sold Land
-  Crown Land Incl HNZC
-  Crown Health & Education Land



Opportunities for regeneration in Manukau

Manukau was selected for transformation because of the opportunities it presents:



Land ownership

A high proportion of under-developed land in public ownership – council in the town centre, the Crown in the Wiri neighbourhoods to the south



Cultural significance

A long association with mana whenua, plus the Waiohua (the original inhabitants of Tamaki Makaurau) and focal point for Pasifika life in Auckland.



Redevelopment of shopping centre

A thriving Westfield mall, with plans to redevelop as a re-imagined 'living centre' for the south



Transport connections

Connections to the Auckland region and beyond, with extensive motorways and convenient airport links, and growing investment in rail, bus and potentially rapid transit network



Strong education & health

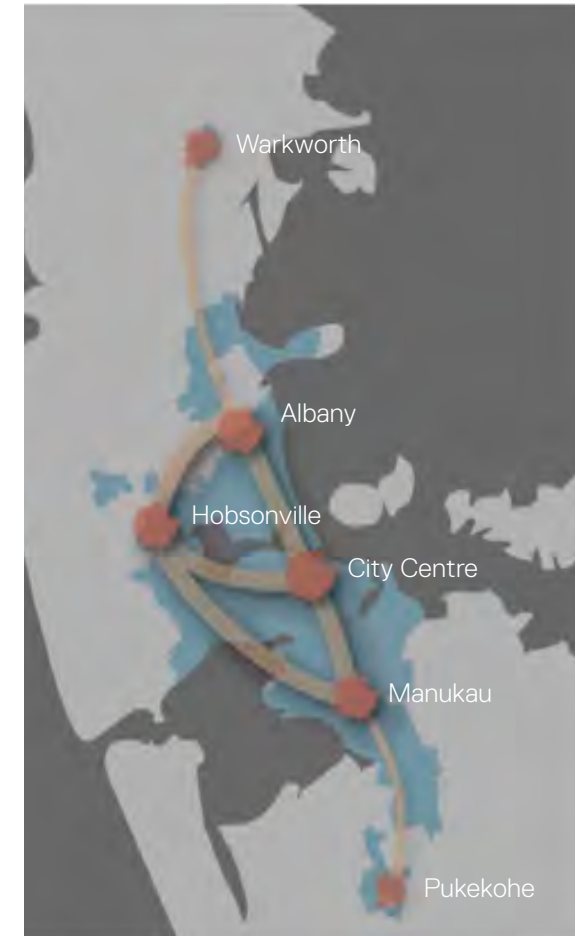
Strong and growing health and education presence, both through existing tertiary institutes, the Counties Manukau District Health Board (CMDHB) and other providers including a health campus.



Green spaces

Under-appreciated green spaces that can provide amenity, recreation and restored ecological health – in particular, the Puhinui Stream and Hayman Park

Manukau is one of three metropolitan centres identified in the Auckland Plan 2050.



[Redacted]

Crown agencies, including housing, education and health, were involved in early work on the Transform Manukau High-Level Project Plan and Framework Plan. In 2018, the Crown signaled a renewed interest in working together with council to stimulate the regeneration of Manukau and the surrounding communities.

[Redacted]

[Redacted]

[Redacted]

WHAT IS THE FACE OF MANUKAU



The case for change (strategic case of the town/council programme business case) reinforced the agreed Panuku, council and mana whenua investment priorities for Manukau:



Resilient and empowered community with strong identity

Manukau town centre to be a place that celebrates the diversity of cultures of the South and harnesses the diversity and strength of the local community. Quality neighbourhoods that support interactions and communities to feel safe. Communities in Manukau are engaged and participate in what the area offers. Manukau families are able to access social services, particularly intensive support for those most in need.



Better choice of quality affordable housing

Access to a range of public, affordable and market housing with a range of typologies and tenures for both existing and new residents. Housing for Māori through Right of First Refusal and other processes.



Accessible, vibrant (people-oriented) centre and neighbourhoods

A centre that is accessible to get to and from. A place that has natural amenities and public realm to support public life and vitality



Support mana whenua aspirations

Mana whenua participate in decision-making processes; status of mana whenua is recognised; a community with a sense of place and identity that reflects mana whenua history; regeneration processes and policies leverage better social and economic outcomes for whanau Māori.



Improved quality employment and educational opportunities

Access to more and a greater diversity of, quality jobs. Opportunities to participate in education, skills and training that lead to quality work and employment pathways

The Panuku regenerative approach

Panuku mission

Shaping spaces for Aucklanders to love

Urban regeneration mandate

- Build on the existing vitality of a neighbourhood
 - Strengthen communities and the economy to make Tāmaki Makaurau an even better place to live, work and play
 - Optimise value for Aucklanders, while delivering on strategic objectives and creating sustainable communities
 - Work with the community and partners to enable cohesive urban regeneration
-

Vision for Manukau

Manukau is the thriving heart and soul for the south.

Manukau central as the gateway for the south, with affordable and sustainable living, a meeting place and a hub for learning, leisure, and culture, surrounded by healthy neighbourhoods.

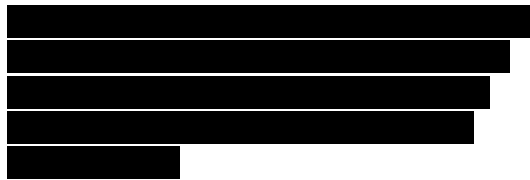
Key principles – cross cutting themes

- Delivering quality urban design and development
- Promoting sustainable communities, connected to a thriving environment, with resilience for a changing climate
- Working with mana whenua to achieve Māori outcomes
- Delivering choices in housing type, tenure and price-points
- Supporting local community and economic development
- Relationships, partnership and engagement to guide our decision-making



How Transform Manukau works

On behalf of council, Panuku leads the urban regeneration and revitalisation of town centres.



The transformation programme is place-based. Each location is unique, and a regenerative approach starts with understanding the natural and cultural environment, the aspirations and priorities of local community, readiness for change, scale of opportunity and market readiness, quality of existing environment, amenity and services.

All our urban regeneration projects need to reflect the people, character and needs of the area, which is why place-making is crucial to our work.

Through place-making, the people of a place play a strong cooperative role in the building of their public places. It's an inclusive approach that builds a sense of ownership and belonging that can benefit all outcomes.

Panuku and its partners have a variety of 'levers' to use in each location:



Property

Leveraging council-owned land to demonstrate good practice and to catalyse private investment.



Public Realm

Reinvestment in public good projects, to signal intentions and to create attractive places.



People & Prosperity

Local economic and community development, in collaboration with partners The Southern Initiative and ATEED.



Placemaking

Working with the community to activate and co-design public spaces.

The Panuku toolbox, with place-making as the over-arching lever to engage with local people



Summary of Transform Manukau issues, objectives & goals



Key issues:

- Low residential population in town centre – lacks strong sense of place.
- Lack-of quality affordable housing

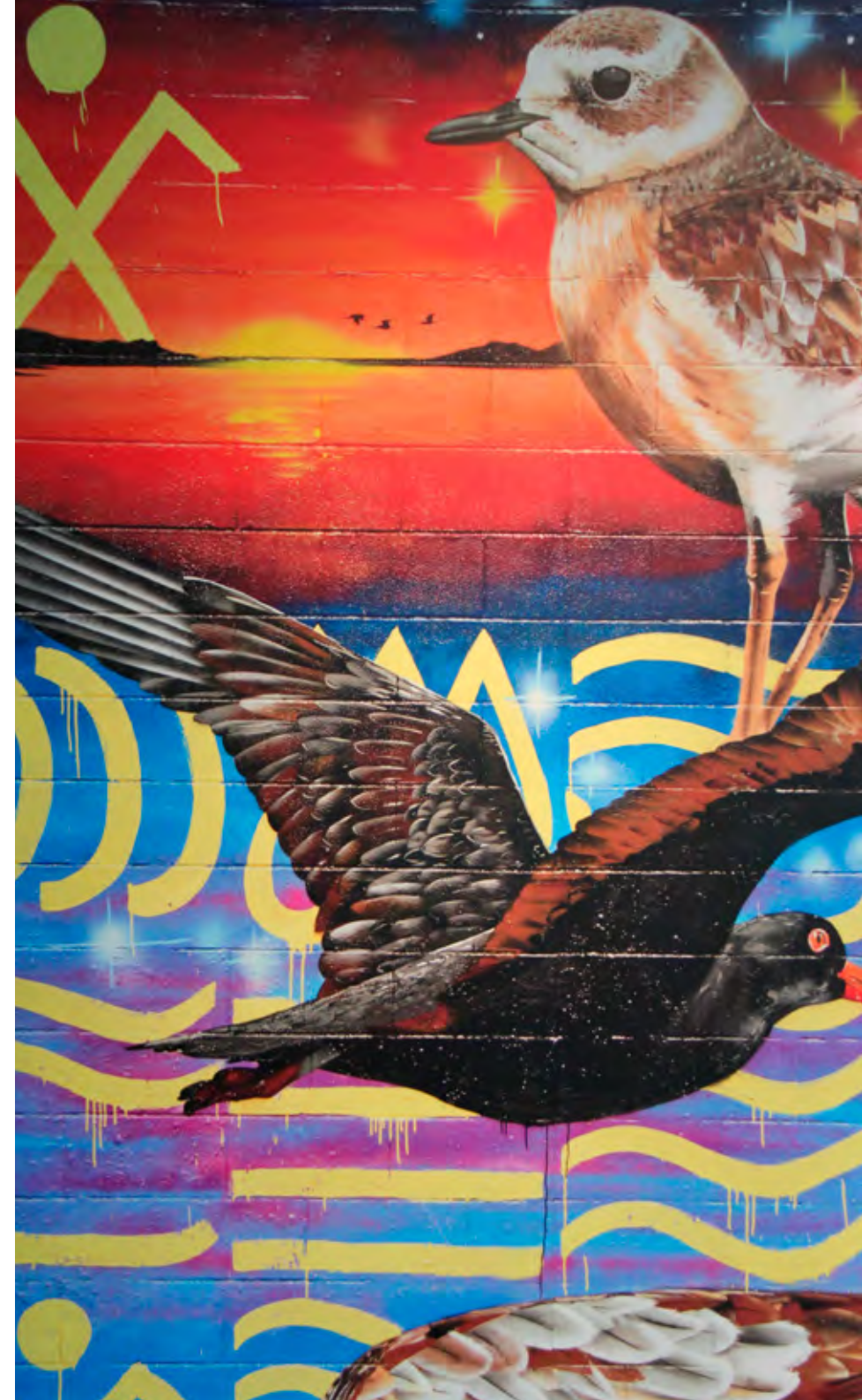
Joint investment objectives

Better choice of quality affordable housing – range of public, affordable and market housing with a choice of typologies and tenures, for new and existing residents

Framework Plan Goals

Function:

A strong, permanent resident population in the centre, supported by new and revitalised neighbourhoods; local and regional activities and identity.





Key issues:

- Town centre lacks strong sense of place
- Lack of compact, walkable, urban environment
- Underutilised parks and amenities
- Lack of connectivity to surrounding neighbourhoods
- Poor perceptions of safety.

Key issues:

- High unemployment and social deprivation
- Māori over-represented in poorer social and economic outcomes

Joint investment objectives

Accessible, vibrant (people-oriented) centre and neighbourhoods – enhanced public realm and open space to support public life; better access to active transport and open spaces

Joint investment objectives

Improved quality employment and educational opportunities

Resilient and empowered community with strong identity

Support mana whenua aspirations – mana whenua participate in decision-making; regeneration processes and policies leverage better social and economic outcomes for whanau Māori.

Framework Plan Goals

Form:
Human-scaled, walkable, high-quality built form.

Framework Plan Goals

People:
Strong prosperous residential community in a successful and culturally rich place.

A case for change – property

Key issues include:

Low residential population in town centre – lacks strong sense of place

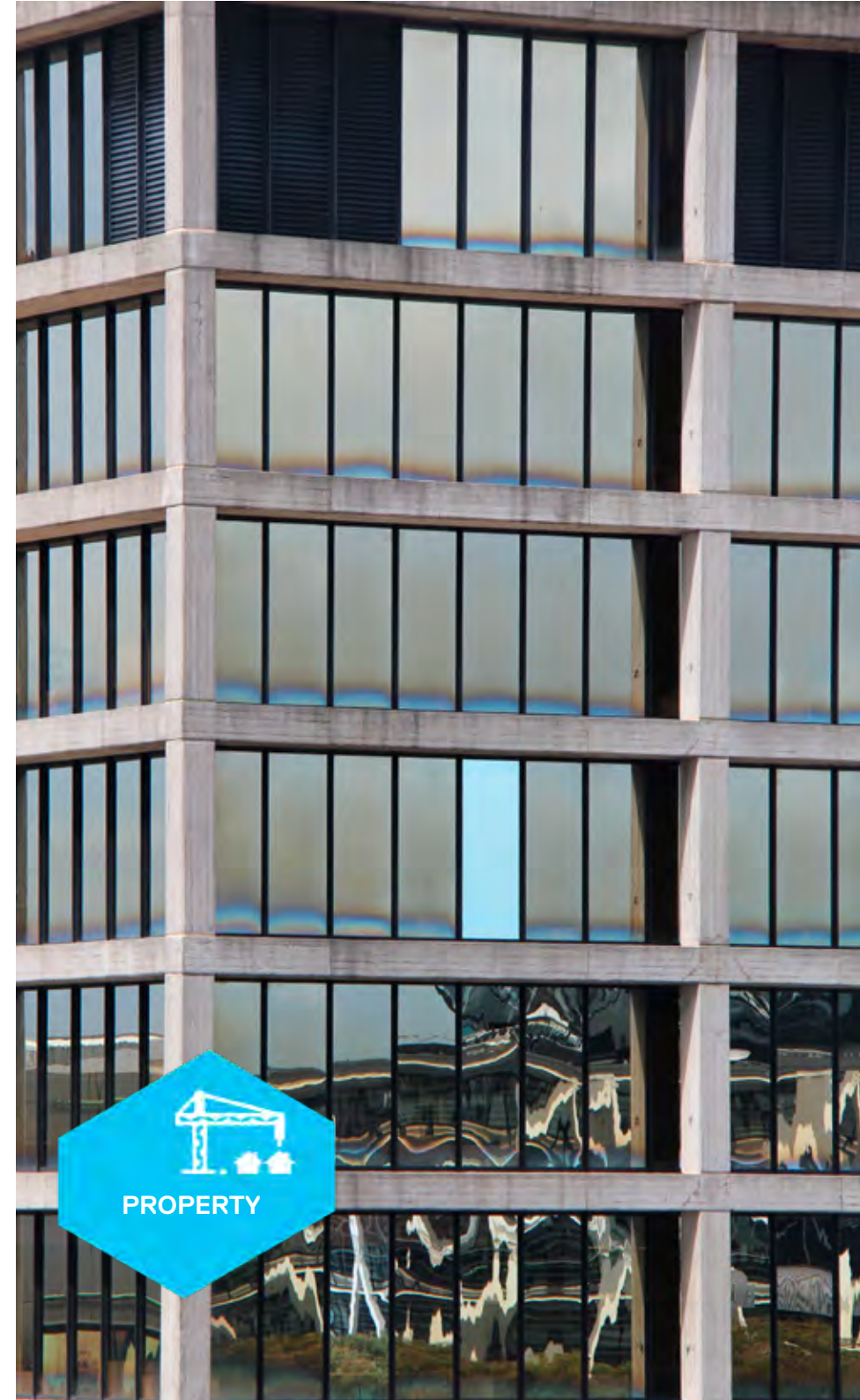
Lack of quality affordable housing

Manukau is a product of its time, a 1960s and 1970s satellite centre designed as a ‘drive in, drive out’ business and civic centre, responding to Auckland’s ever-extending motorway network. The centre’s development coincided with the region’s growth of suburban housing sprawl, and outward movement of business and industry.

Manukau Mall was part of a move away from local town centres, towards regional, car-based shopping.

Although it has civic, academic and recreational draw-cards, with reasonable regional transport connections, the auto-dependent planning and design mean that fully mixed-use urban uses have not taken hold. Locals describe the centre as a place to shop, work or study – a transactional place – rather than a meeting place or home for the south’s diverse cultures.

Transformation will result in a strong permanent residential population, supported by new and revitalised neighbourhoods. The mix of uses will ensure the centre supports local and regional activity, and a strong identity for the south.



What's been achieved so far

Since its inception, the Transform Manukau programme has stimulated investment in the project area, with commitments of \$500 million in retail, commercial, residential and education development underway.

Highlights include:

- Barrowcliffe (Kōtuitui Place) – mixed housing development, \$150 million construction value delivering 330 affordable and market homes within 10-minute walk of city centre (underway)
- MIT Tech Hub - \$50 million for trade and tech school, attracting 1200 students and 200 staff
- MIT office development – adjacent office building, \$20 million construction (2020 +)
- Quest Hotel - \$25 million hotel with 50+ rooms (2021 completion)

• [REDACTED]
[REDACTED]
[REDACTED]

Aspiration

MIT Tech Hub, Trade Training School



Kōtuitui Place,
(Barrowcliffe Way)



Westfield,
Manukau City

A case for change – public good + transit-oriented development

Key issues include:

Lack of attractive, compact, walkable urban environment

Underutilised parks and amenities

Lack of connectivity to surrounding neighbourhoods

Designed as a car-based centre, with an over-scaled macro-grid and street network, Manukau centre developed as a series of stand-alone buildings surrounded by at-grade car parking. The lack of walkability was exacerbated by poor relationships between ground-floor and streets, as well as destinations being too few and far between.

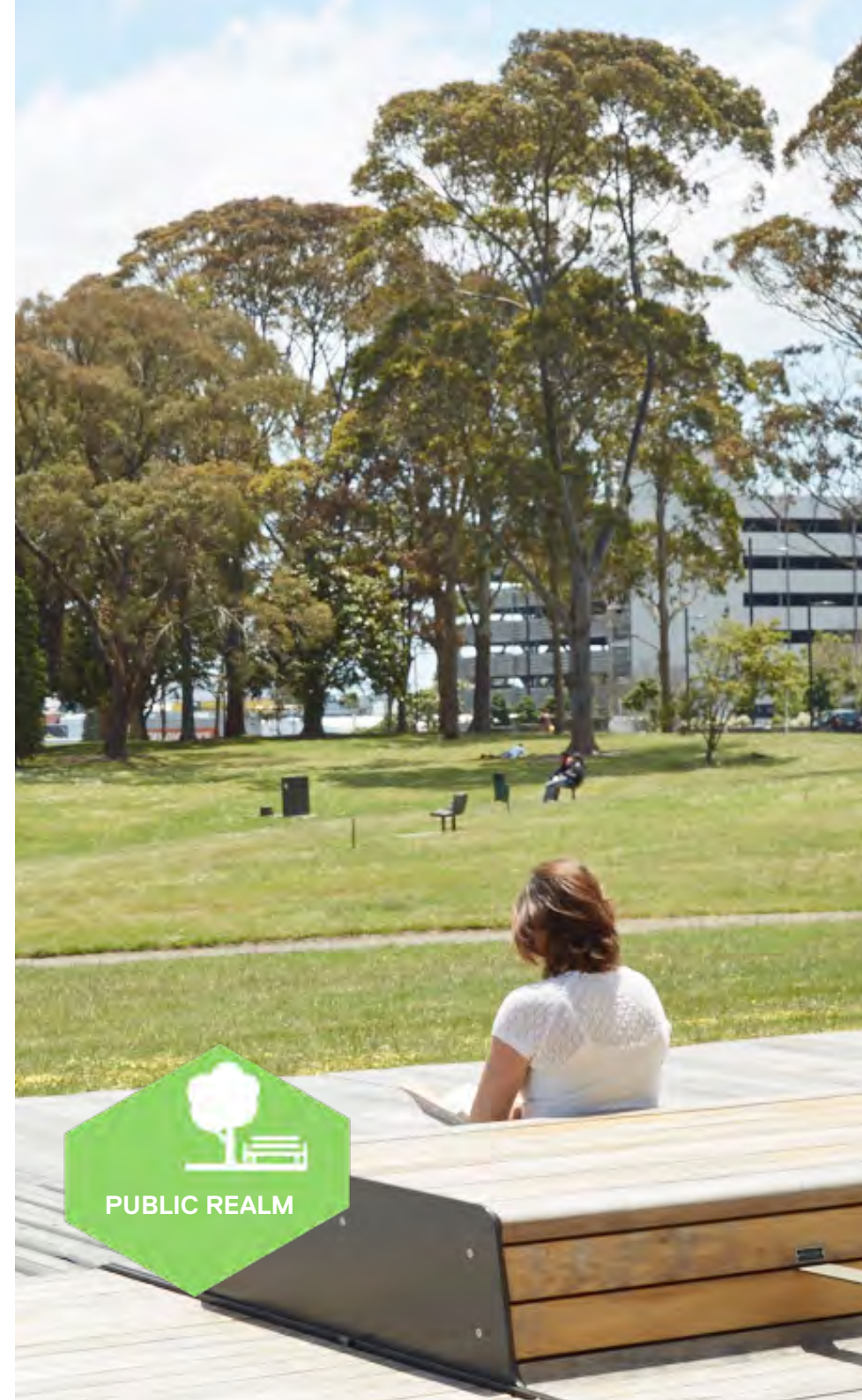
Despite good regional connections from Manukau centre, the centre is car dominated and lacks cohesion, with large regional roads dominating at the expense of the local network, making the area unfriendly at a human scale.

Manukau has fragmented active transport options. The pedestrian and cycling environment is very poor and walking and cycling feels challenging, inconvenient and restricted. The 2017 Public Life Survey found very low pedestrian numbers.

Most of Manukau streets in residential neighbourhoods are high speed environments, unsafe for vulnerable pedestrians and cyclists. Few bus priority measures mean that most people rely on private vehicles.

Upgrades to the public realm need to be accompanied by a finer-grained pedestrian network and ground floor activation that creates safe, active streets.

Hayman Park and local parks are under-used and considered unsafe by locals. The natural environment is degraded and disconnected from people, in particular the Puhinui Stream. Urban development has seen areas of the stream piped, modified and under-valued. Regeneration of the stream needs to address the ecological value, as well as its safety and amenity, and cultural value as mauri or life-force. A systems approach will demonstrate a highly-collaborative way of working.



Projects underway

Over the past two years, council, Auckland Transport and Panuku have delivered public good projects including a bus interchange, upgraded Putney Way and new playground at Hayman Park. The commercial case outlines other public realm projects underway.

Public good investments can also include community facilities, such as libraries, community centres, sports and recreation facilities and schools.

Within Manukau, work is underway to define community needs including:

- A new library and community facility in the town centre, activating Manukau Plaza and creating a hub for council and community services.
- Sub-regional sports and recreation services on the existing Sports Bowl.
- Wiri school upgrades and/or a metro school in the centre to support a growing residential population.

Aspiration – Transit-oriented development

Transit Oriented Development

The concept of Transit Oriented Development (TOD) emerged in the 1980s, aiming to reposition public transport as a community-building tool.

The idea was that the design of the public transport stations and networks need to connect with land uses as an integrated whole, to create sustainable urban change. It has gained increasing traction in transport and land use planning in cities across the world.

TODs are built around a ‘re-urbanising’ concept: densifying, diversifying, and redesigning the urban fabric to create a pedestrian-supportive neighbourhood character, anchored by high quality public transport service.

The focus is on accessibility and increasing the number of trips that can be achieved by foot, bike or public transport. A richer mix of uses enables people to meet more of their daily needs within a comfortable walk from work or home.

Airport to Botany – connecting to employment

Auckland Transport is preparing a business case for a rapid transit system (RTN) that will connect Manukau to the airport, one of the region’s fastest-growing employment hubs.

An early stage, delivering a bus/rail interchange at the existing Puhinui Station, is underway.



A case for change – prosperity & people

Key issues include:

High unemployment and social deprivation

Poor perceptions of safety

Manukau is close to industrial and manufacturing employment zones, and has range of educational opportunities, including two tertiary providers located in Manukau central.

Social and cultural capital is a strength for Manukau, although it is also a place of concentrated disadvantage and complex social needs. Despite proximity to education providers and employment zones, Manukau communities have high rates of unemployment, low proportion of post-school qualifications and a high rate of youth not in the labour force.

Māori comprise 24 percent of the population, and are young and dynamic. Manukau is home to a number of mana whenua who uphold kaitiakitanga responsibilities within Manukau. Currently

the area provides little or no opportunity for mana whenua to ‘see their faces in their places’.

Surveys show that people have poor perceptions of safety around Manukau particularly at night. This affects Manukau’s reputation as a desirable location. People feel unsafe because of poor environmental design (e.g. lighting or visibility) as well as the lack of activity and people to provide ‘eyes on the street’.

The Southern Initiative stimulates social and community innovation, and together with ATEED and MBIE, supports local economic development and jobs training initiatives. The partners are working on:

- Social procurement in the design and build contracts to include quality pathways for Māori and Pasifika small and medium-sized enterprises (SMEs) as suppliers
- Job training and employment schemes incorporated in construction contracts
- Connecting entrepreneurs to business support and incubators



A case for change – placemaking

Key issue:

Town centre lacks sense of place

While the wider communities have a strong sense of identity, Manukau town centre is geographically and culturally disconnected from these communities and fails to harness the diversity of south Auckland.

Panuku and The Southern Initiative, with the local community, have developed a place-making programme that draws people into under-used spaces, and connects into community networks to create self-supporting community activities that contribute to place-making.

Place-making works to build the relationship between people and their places, while in turn ensuring that urban spaces are important to their local people,

The regeneration programme can deliver social and economic outcomes, by leveraging the infrastructure spend to deliver other benefits, such as:

- Ensuring local and regional stakeholders are working with us on the transformation journey.
- Building trust and resilience within existing relationships and fostering future relationships.
- Ongoing information being provided to, and received from, current and future residents.
- Celebrating identity and belonging through programming, design, initiatives and inclusion.
- Opportunities to bring together existing and new communities.
- Creating a welcoming neighbourhood, involving current residents and businesses as champions of place.
- Supporting local business



Working with Māori

Panuku, on behalf of Auckland Council, delivers urban regeneration in Tāmaki Makaurau to improve our quality of living.

Nineteen iwi and hapū in Tāmaki Makaurau possess mana whenua. Te Tiriti o Waitangi underpins the relationship between mana whenua and the Crown. Through legislation, Panuku must assist the Crown in honouring the obligations created by Te Tiriti o Waitangi.

The principles such as partnership, reciprocity, active protection, and equity must be honoured (amongst others).

Panuku acknowledges that mana whenua seek opportunities to express tikanga and fulfill their role as kaitiaki.

On this project, Panuku will

- invite mana whenua involvement in strategic and operational decision making, including the design of the new multi-purpose community facility and public realm upgrades
- look for opportunities to provide economic opportunities for mana whenua and mataawaka

- create opportunities to celebrate Māori culture and identity
- seek to enhance social aspects of Māori well-being
- align with the Auckland Council's strategic whakapapa (Auckland Plan, Treaty commitments, Māori Responsiveness Framework, and Te Toa Takitini).

Panuku and mana whenua have co-designed a series of strategic outcomes to give effect to mana whenua aspirations within Tāmaki Makaurau. It is an acknowledgement of the important place mana whenua hold as partners under Te Tiriti / Treaty of Waitangi and recognises the legal obligations and strategic commitments Panuku has towards mana whenua. The desired outcomes provide for mana whenua and mataawaka well-being across the programme.

Mana whenua have articulated their desired outcomes across five 'pou' (pillars): Governance, Social, Culture and Identity, Natural Environment, and Economic. These pou collectively enable and enhance Wellbeing, which is captured as a sixth 'transversal' pou.



Pou	Mana whenua outcomes	How will we achieve this
1: Governance	<ul style="list-style-type: none"> • Mana whenua co-govern Tāmaki Makaurau • Mana whenua are key decision makers at all levels • Te Tiriti based relationships and partnerships will grow mana whenua and others' success 	<ul style="list-style-type: none"> • Mana whenua will be invited to participate in decision-making at a governance level over the programme and at a kaitiaki level across projects. The form and function of this involvement to be co-designed with mana whenua • Seek to strengthen the governance relationship with mana whenua and the local board where possible, possibly enter into tripartite terms of reference for programme governance • Actively seek to facilitate Crown-Panuku-mana whenua relationships where possible
2: Culture and identity	<ul style="list-style-type: none"> • Valued Māori worldview • Increased practice of kaitiakitanga • Strong relationships with partners • A mana whenua identity reflected in Tāmaki Makaurau 	<ul style="list-style-type: none"> • Integrate indigenous design through mana whenua guided design principles to underpin public realm projects • Acknowledge the importance of Te Awa Whau and its relationship to the whenua, seek to enable mana whenua to practice kaitiakitanga where possible • In collaboration with the local board, seek to provide voice and visibility to te reo ingoa [names] across the programme
3: Social	<ul style="list-style-type: none"> • Improved partnerships • Improved standards of living • Highly skilled and well-paid employment 	<ul style="list-style-type: none"> • Design infrastructure that enhances community connectedness • Working with development partners to provide housing options
4: Economic	<ul style="list-style-type: none"> • Māori (mana whenua and mataawaka) are a key economic contributor in Tāmaki Makaurau. 	<ul style="list-style-type: none"> • Ensure increased engagement with Māori workforce opportunities (e.g. artists, designers, tech specialists, Māori businesses who supply general goods and services). • Social procurement provisions in development agreements (on a case by case basis). • Opportunity for exclusive negotiations (pursuant to the Panuku policy for Selection of Development Partner)
5: Natural Environment	<ul style="list-style-type: none"> • Improved mauri o te taiao and mauri o te wai. 	<ul style="list-style-type: none"> • Application of a cultural values framework (such as Take Mauri Take Hono) to measure the mauri of o te taiao/the natural environment, as well as the enhanced social and economic aspects of the people and place. • Environmental protection and enhancement initiatives, such as: <ol style="list-style-type: none"> 1. Climate resilience 2. Waste management and reduction 3. Promote and improve physical water access and quality in Tāmaki Makaurau



2. ECONOMIC CASE

EXPLORING
PREFERRED WAY
FORWARD

Panuku investment scenarios

The cost benefit analysis for the Panuku PBC was carried out in accordance with the Total Value Analysis (TVA) methodology prescribed by SGS Economics and Planning Pty Ltd (SGS) and Sapere Research Group.

The Transform – Status Quo programme and Transform + programme TVA produce a positive Benefit Cost Ratio (BCR).

While the Council does not have a target BCR for projects, the expectation is that the BCR should be above 1.0 to illustrate value for money being achieved.

Both programmes exceed that baseline, producing a BCR of 1.24:1 and 1.36:1 respectively.

In present value terms, the preferred programme produces \$1.65 billion in benefits to the Auckland region, 'breaking even' after 22 years. Minus costs, the net benefit is \$322 million.

Options

1: Transform – status quo

Preferred option

Features

- Progressing appropriate site sales and development as fast as market conditions allow
- Key related public realm upgrades
- Placemaking incl. The Kitchen Project (TKP)

Advantages

- Planned development of council land to achieve project benefits
- Coordinated public realm investment to achieve improved sense of place to support residential development
- Value for money achieved, with a BCR of 1.24:1 and a present value net-benefit of \$322 million in economic and wellbeing benefits.

Disadvantages

- Market dependency in terms of capacity and capability to deliver affordable housing.

2: Transform +

The alternative scenario Transform + require increased CAPEX and OPEX resourcing and was rejected.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
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[REDACTED]

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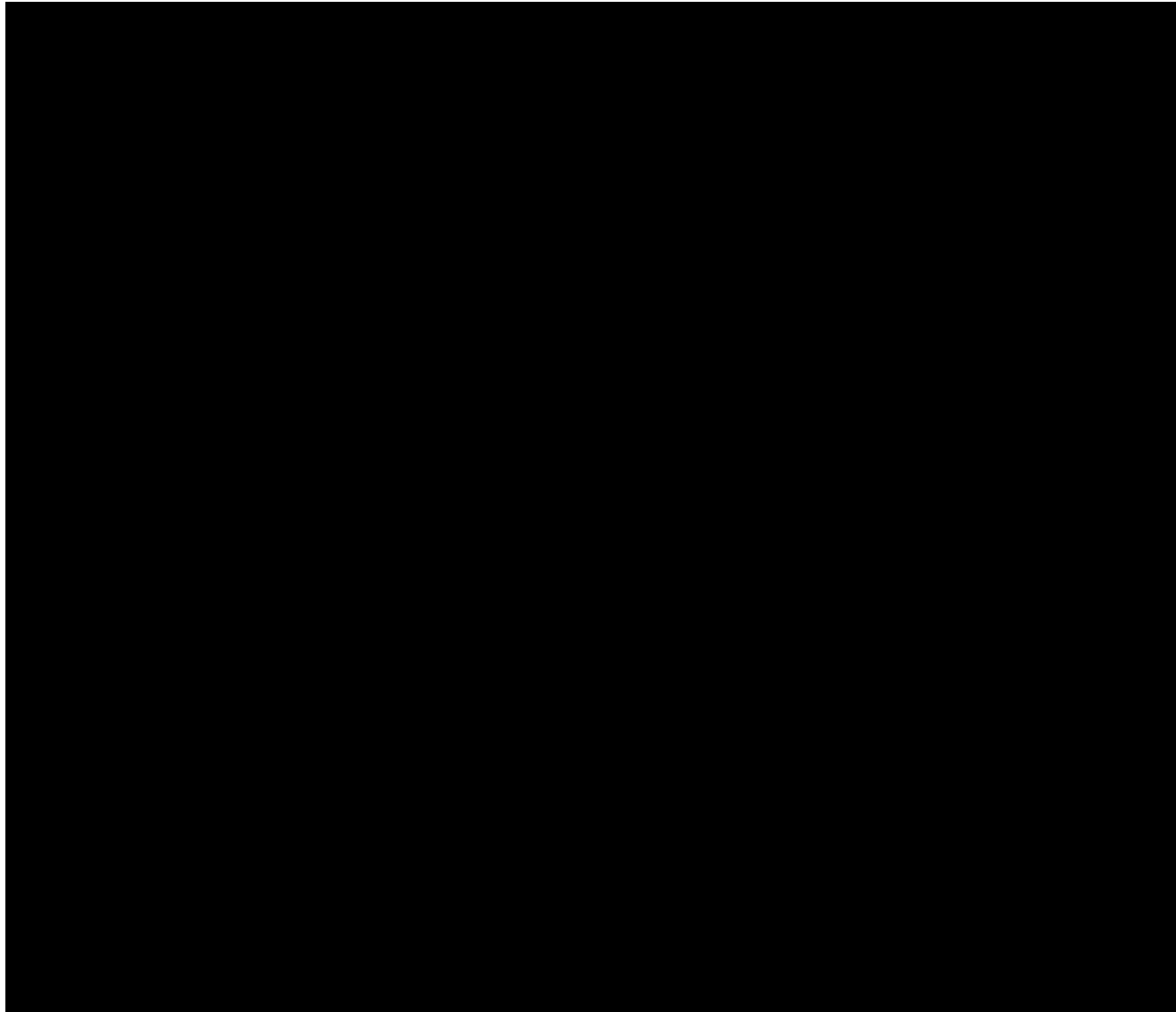
Investing in transformation – the benefits of partnership approach

The vision [REDACTED], council and mana whenua is to create a centre where people want to, and can, live, work and play. This invigorated and vibrant centre can become a catalyst to spark a wider renaissance, establishing a thriving and connected Manukau.

[REDACTED]

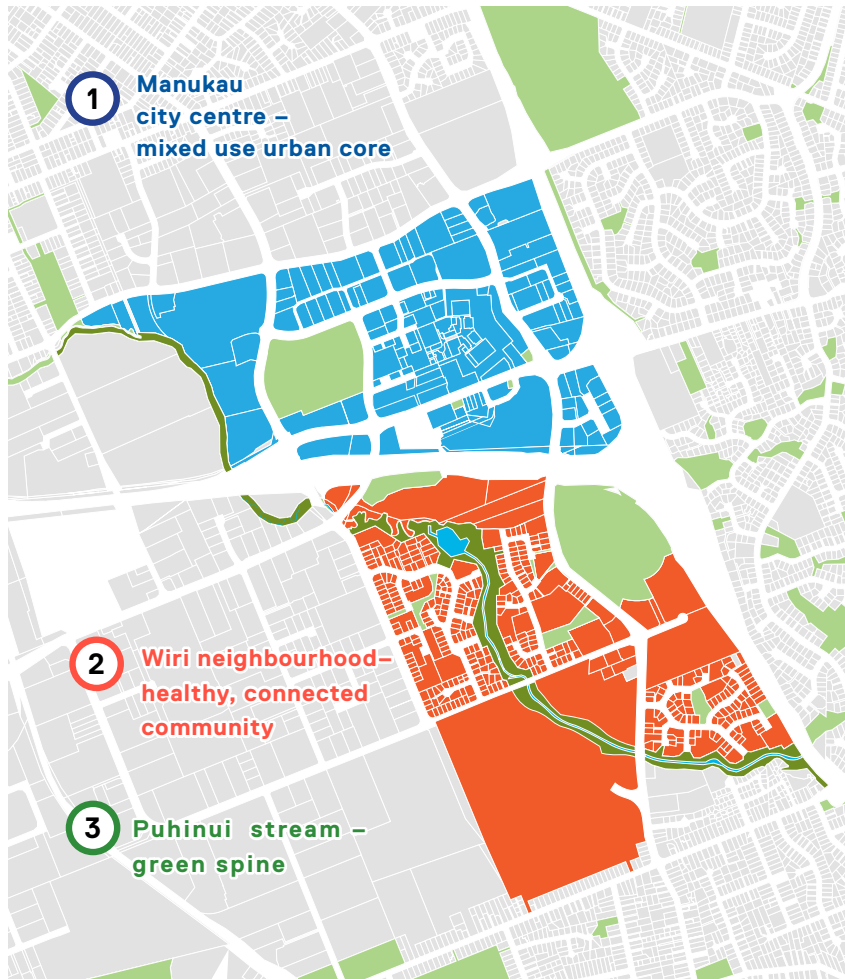
[REDACTED]

[REDACTED]



Three transformational moves

The Manukau High Level Project Plan, April 2016, identified three key moves to act as catalysts for change. These are explored in more detail in the commercial case.



- 1 Manukau city centre:**
Enliven the heart of Manukau city centre

Redeveloping multiple sites throughout Manukau Central, upgrading the public realm, and creating places to live, work, play and celebrate.

- 2 Wiri neighbourhood:**
Developing the Wiri healthy neighbourhood

The Wiri neighbourhood, lying to the south of SH20, will become a place where people can live in healthy homes, in safe neighbourhoods with good schools. The Manukau Superclinic is also located here, and will be enlarged to include rehabilitation services and amenities that foster healthy living.

- 3 Puhinui Stream:**
Realising the potential of the Puhinui Stream

Puhinui Stream will become a high-amenity neighbourhood link, recreational open space and a focus for social interaction, as well as an exemplar project for ecological, social, cultural and economic transformation.

1 Manukau city centre – enliven the heart of Manukau city centre

To enable regeneration, development needs to be encouraged where large vacant or underused sites degrade the quality of the town centre.

Key initiatives within the city centre precincts include:

A Manukau city centre south

Surrounded by SH20 and busy highways, the southern segment is better suited to commercial, legal and sub-regional uses. New initiatives include:

- Education and government/commercial offices along Manukau Station and Wiri Station roads, providing new jobs and training opportunities.
- Pedestrian/cycle connections from Barrowcliffe Place to the south, extending into the core and transport hub.

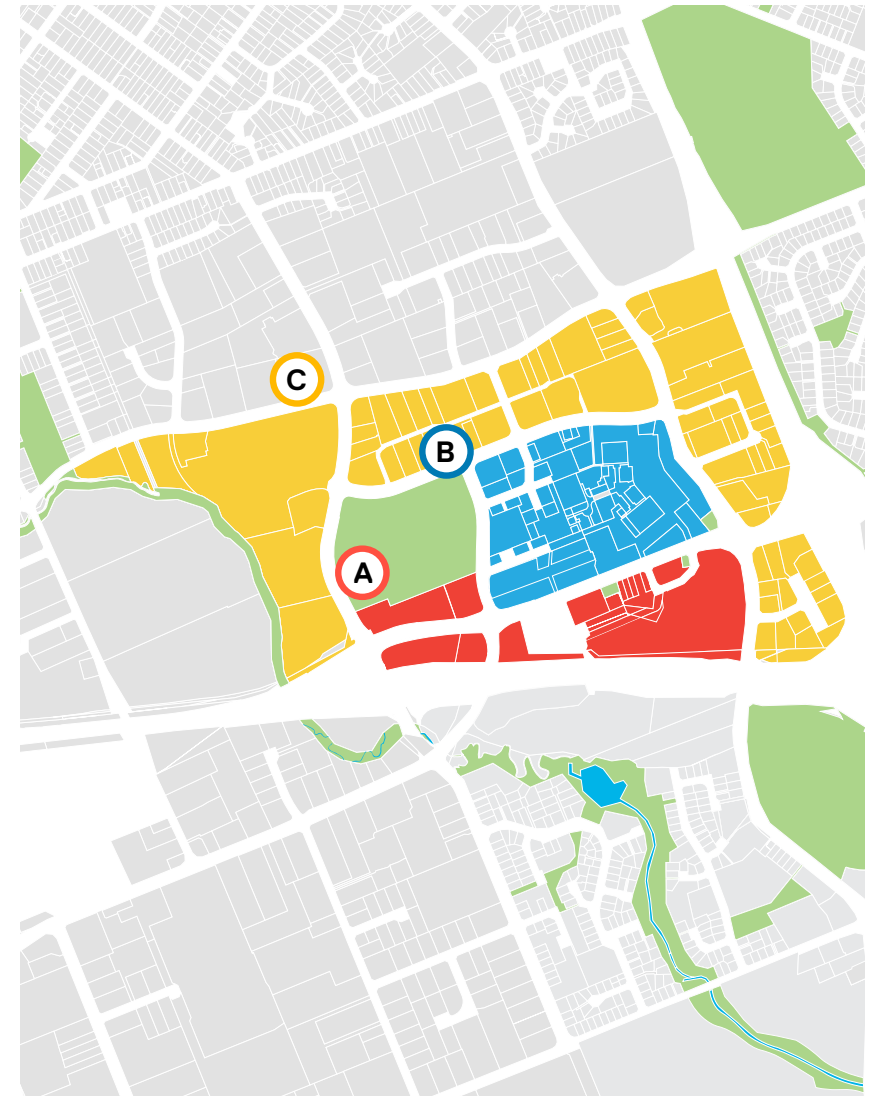
B Manukau city centre core

The heart of the city centre, where Hayman Park provides amenity for increased residential density, new lanes and upgraded streets make a pedestrian-friendly network and a re-imagined mall connects to the centre and public spaces. Initiatives include:

- [REDACTED]
- Upgraded public spaces and community facilities provide a new heart for the community

C City centre – metro zone

The surrounding areas, currently car-based big-box retail, redevelop into the metro-zoned mixed use precincts envisaged in the Auckland Plan, stimulated by investment in rapid transit to the airport.



Long-term potential – vision for transit-oriented redevelopment

Over time, and with investment in RTN, the metropolitan zones north and west of Hayman Park can redevelop, replacing low-rise car-based development with more intensive mixed uses, with a finer-grained street network and open spaces.



Population and industry growth projection - city centre

Additional residential and office development will deliver greater numbers of people living and working in the city centre, in turn stimulating local retail, food and beverage, and more lively streets after hours.

Residential statistics

Projected residential growth	2018 (est.)	2028 (est.)	2038 (est.)
	1890	4200	5700
	Total Residents	Total Residents	Total Residents

Additional housing	1530 Units	2800 Units	3800 Units
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Job statistics

Projected growth	2018 (est.)	2028 (est.)	2038 (est.)
	9,158	+ 5,742	= 14,900
	Professional Retail	Other Sector	Total Jobs, Manukau Central
	+1,000	+ -	= 15,900
	Professional Retail	Other Sector	Total Jobs, Manukau Central
	+300	+ -	= 16,200
	Professional Retail	Other Sector	Total Jobs, Manukau Central

2 **Wiri neighbourhood –**
developing the Wiri
healthy neighbourhood

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2017 Framework Plan illustrated the potential for connected and intensified Wiri neighbourhoods along regenerated Puhinui Stream



3 Puhinui stream – realising the potential of the Puhinui Stream

The Puhinui can become a ‘green spine’, restoring the mauri of the stream and re-connecting the Manukau Harbour to the maunga. It can become a safe recreation area for surrounding residents, with walking and cycling routes, overlooked by new housing and connected to the city centre.

Enhancing the Puhinui stream corridor was a key move identified in the 2017 Framework Plan. It visualised an ‘ecological systems’ approach, creating a source of community pride, activity, movement and interaction.

Community and mana whenua engagement is also a key component to the regeneration approach.

The Puhinui Regeneration work programme will develop an integrated project strategy for capital works projects along the corridor, to be delivered in stages in collaboration with council organisations.

Collaboration and close alignment with the Healthy Waters capital works programme, water quality targeted rate and offset mitigation funding is a critical part of this project.

Potential development along a regenerated stream corridor

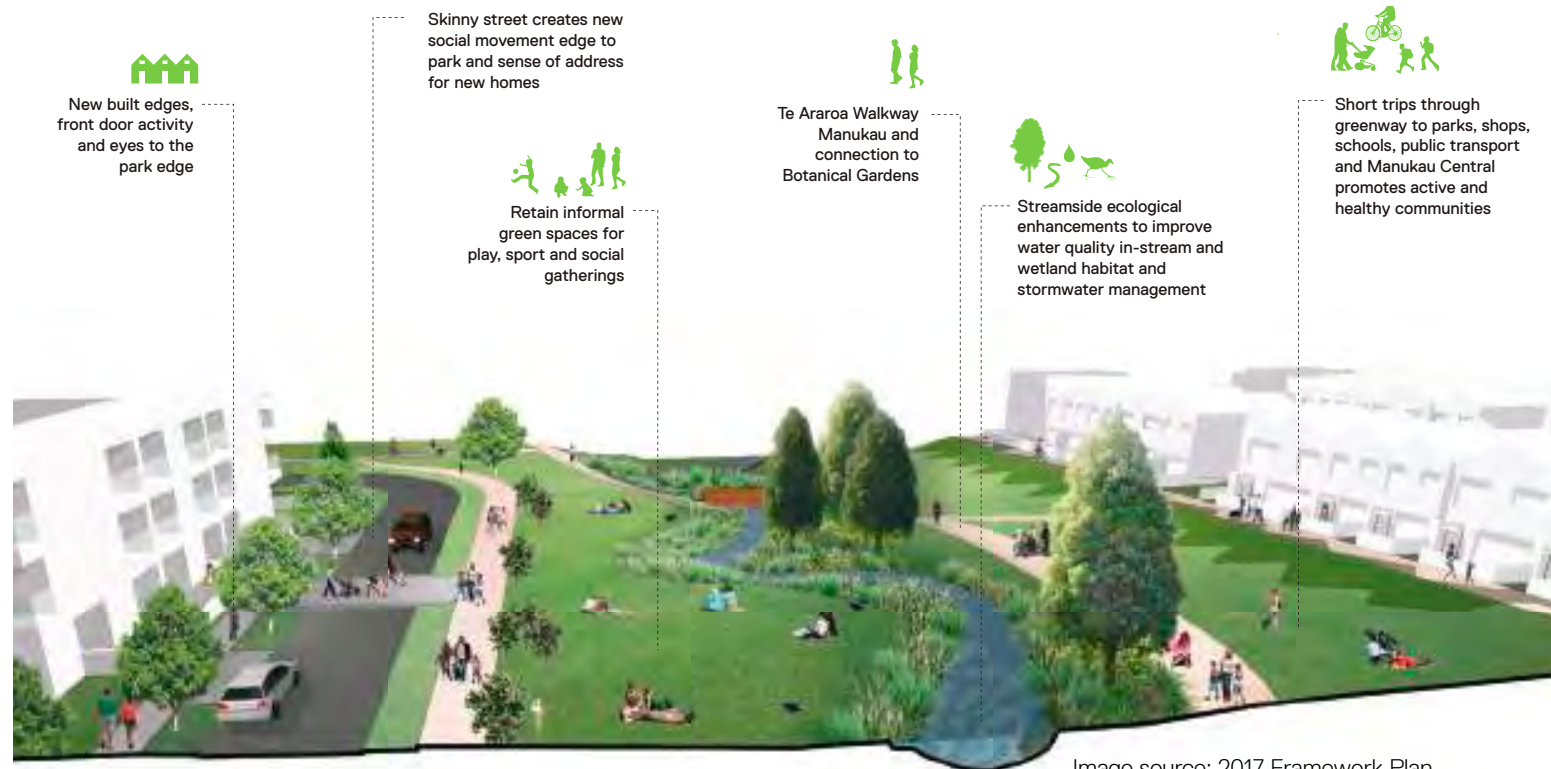


Image source: 2017 Framework Plan

Criteria for success

Key Performance Measures (KPM) will be developed in conjunction with a Benefits Management Plan that will be compiled once the work with Crown is completed.

Benefits identification and measurement is at an early stage in Panuku. Whilst new homes are an output the benefits are those things experienced by the people occupying them. Similarly, public realm works may have safety benefits or simply make people feel better about the streets that inhabit.

These are difficult things to measure. However, we have trialed new approaches with Treasury for the joint business case work.

The outcomes of the programme will be primarily a more developed town centre where more people live and work. It will have moved beyond the 9-5 economy and will have a thriving and safe night life.

Along with the new school there will be a thriving sense of community.

In Wiri the redevelopment of older housing will see more mixed tenure communities and improved amenities. The area will be better connected to the centre through greenways that encourage walking and cycling.

Manukau will be a town centre community that people want to live in.

Success measures

- Increase in visitor numbers to new multi-purpose community facility
- Increase in satisfaction with public realm and town centre
- Increase in perception of safety
- Increase in resident satisfaction with active transport mode infrastructure
- Increase in number of dwellings
- Increase in value of retail transactions
- Increase in employment



Benefit of programme

The Economic Case summarises the benefits of the preferred option. The table to the right captures the benefits from the Panuku investment in Transform Manukau.



Benefit	Benefit Statement	Benefit Measure	Baseline	Benefit Value	Target Date
1: Affordable Housing	Provide additional housing accommodation, including affordable housing, through the development of council land.	The number of housing units constructed on land made available for development by Panuku.	1000 residential units in Manukau central, including affordable housing.	Increase in the number of available housing accommodation, including affordable housing.	30/06/28
2: Employment Opportunities	Provide additional employment opportunities in Manukau central, close to public transport facilities.	The GFA of commercial space construction on land made available for development by Panuku.	3000m2 commercial GFA in Manukau central.	Increase the amount of employment opportunities in Manukau central.	30/06/28
3: Financial Returns for Council Land	Provide financial returns from the sale and development of council land.	Monetary	\$150 million	Provides funding to reinvest for project capital expenditure and creates income for reinvestment in Manukau and other priority areas.	30/06/28
4: Attractive, vibrant centre	Provide public good through reinvestment	Monetary	\$85 million	Town centre attracts investors, residents and workers	30/06/28



3. COMMERCIAL CASE

MARKET AND
DELIVERY

Our approach

The Commercial Case covers the 'how' of our strategy to achieve the target strategic outcomes for the Transform Manukau programme. It contains key elements:



Property

Leveraging council-owned land to demonstrate good practice and to catalyse private investment.



People & Prosperity

Local economic and community development, in collaboration with partners.



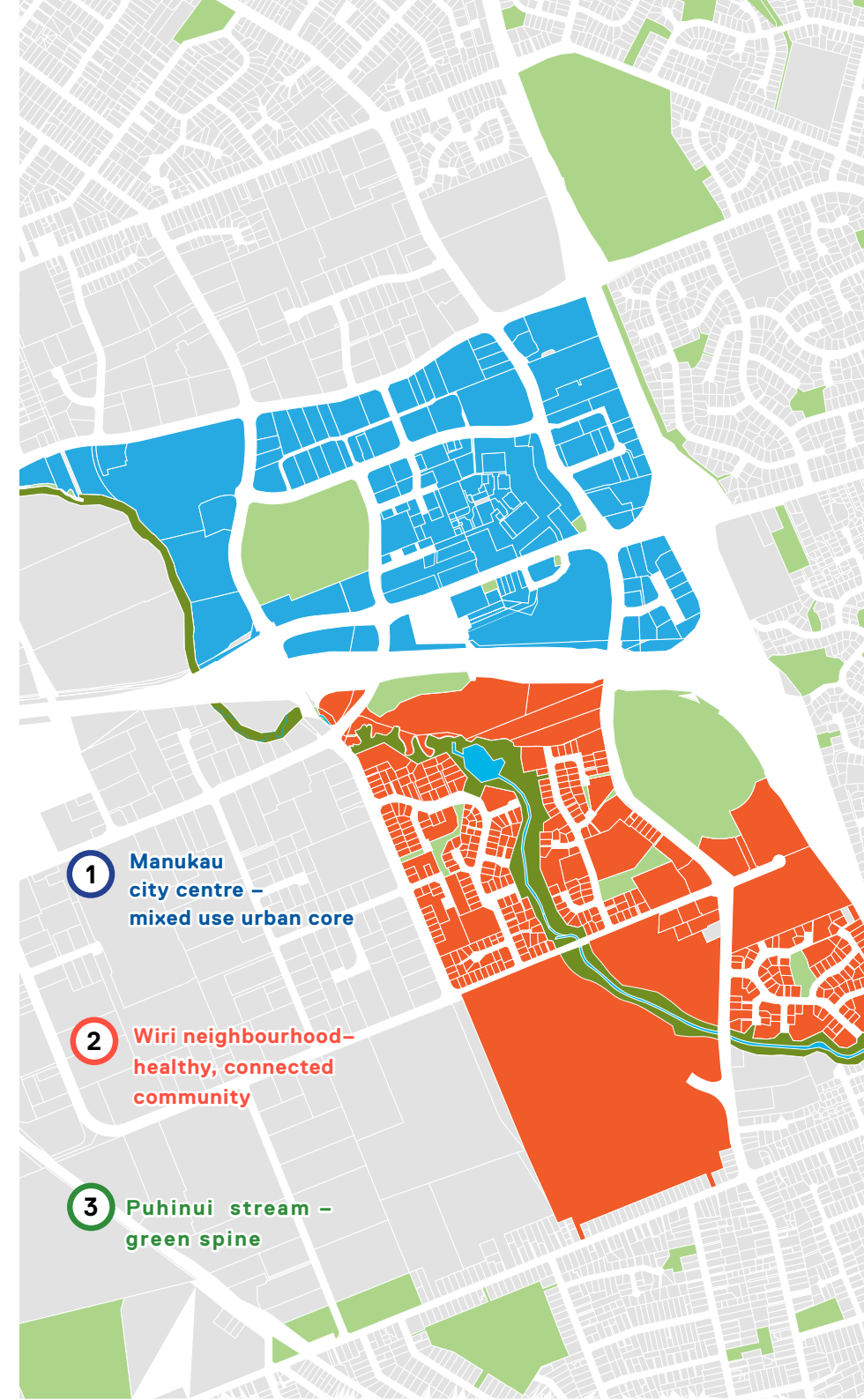
Public Realm

Reinvestment in public good projects, to signal intentions and to create attractive places.



Placemaking

Working with communities to activate and co-design public spaces.



Delivering on the three transformational moves

1 Manukau city centre – mixed use urban core

It will have moved beyond the 9-5 economy and will have a thriving and safe night life. Along with the new school there will be a thriving sense of community.

- Medium- and high-rise apartments with a mix of tenure and typologies, clustered around Hayman Park and close to transport.
- A next-generation mall, opening onto public spaces and providing ‘community life’ as well as just retail, entertainment and food offer.
- [REDACTED]
- [REDACTED] and new library/ community facility providing a hub for new and existing residents and workers.
- Upgraded streets and open spaces, for safe attractive movement around the centre by foot or cycle.

2 Wiri neighbourhood – healthy, connected community

Redevelopment of older state housing will see more mixed tenure communities and improved amenities. The area will be better connected to the centre through greenways that encourage walking and cycling.

- More intensive mixed-tenure housing, wrapped around safe attractive public spaces.
- Improved Wiri school and playgrounds as centres for community life.
- Connections to the town centre by walking and cycling, improving health and fitness and access to rapid regional transport.

The southern area is largely driven by crown investment, particularly the acceleration of Housing NZ state house regeneration programme.

3 Puhinui Stream – Green Spine

The green spine, connecting the harbour to the maunga

- Local connections and amenity along the stream, with places to walk, cycle and play.
- Improved water quality and stormwater management.
- Engagement with mana whenua and local community to improve biodiversity and the ecological environment.
- Local pride in, and ownership of, environmental asset

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Sustainable development and climate change

The Panuku urban regeneration approach promotes a low-carbon lifestyle where people can live, work, and play near to their homes and public transport, reducing reliance on private car travel and supporting walking and cycling.

In order to conserve resources through the design and delivery of our regeneration projects, we set standards for our development partners.

All our development partners are required to deliver housing that has a minimum 6 Homestar rating to ensure housing is good quality, warm, dry, and more efficient to run. Commercial developments can obtain a Green Star rating or utilise the Panuku Commercial Building Standards.

However, there is more than we can do and Panuku will seek to continue to raise the bar.

We recognise that the climate is already changing, and we must ensure that future development and communities are resilient and future-proofed.

Manukau has been identified as one of the most vulnerable areas of Auckland to climate change impacts due to factors such as the socio-economic context and low levels of existing tree cover. The community is at risk of more flooding, drought and increased temperatures.

'Blue-green' measures such as water-sensitive design, and minimising water use can help mitigate against flooding and drought. The Puhinui Stream regeneration is a flagship for this approach.

New housing will need to be designed with passive measures to prevent overheating and withstand hot temperatures, without increasing energy loads. Shade and shelter can be built into new development, and increased tree cover also provides attractive streets and public spaces.

Community resilience needs to be strengthened to help cope with, and recover from, natural disasters and extreme weather events.

Panuku and Transform Manukau partners can make a difference and demonstrate climate leadership.

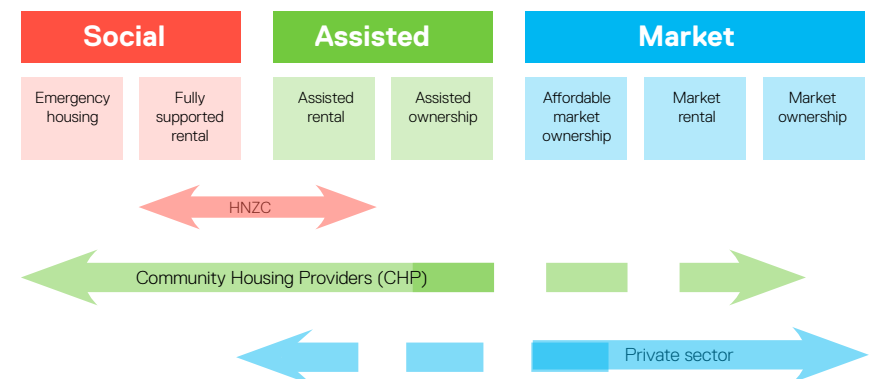
Housing choice

Diverse communities are an essential element of sustainable cities and successful urban regeneration.

Panuku has established guidance for the mix of housing tenures, price points and typologies within a transform location such as Manukau. This will support town centre revitalisation and deliver housing choice for a variety of households.

For larger centres, including Manukau, the starting assumption is the international standard of 30/30/40 social/affordable/market homes. To establish the final mix, Panuku will work with partners to understand the local needs and preferred approach.

The spectrum of housing tenure, from supported housing to market ownership



Market conditions – property

Delivering the recommended programme is driven by the sale and development of council-owned land, to provide housing and high-value employment in new commercial offices.

[REDACTED], the private sector market interest is relatively weak. This is a factor of both the challenges economics of development in suburban Auckland, and because of the specific perceptions of Manukau.

[REDACTED]

[REDACTED]



Current market

Building Type	Market Summary	Key Points
1: Residential	<ul style="list-style-type: none">• Apartment feasibilities remain challenging.• CBRE's view - difficult for the market to deliver a new 2 bedroom apartment below \$600,000 in Manukau• little market appetite above this price point.	<ul style="list-style-type: none">• 1,082 completed dwellings in outlined area. HNZ is significant owner with ~400 properties• Relatively new stock, with 89% of stock constructed since 1980• Majority of stock is apartments as a result of apartment developments completed since 2000• Historic sale trends in Manukau have been influenced by bulk additions of relatively cheap housing stock in the form of completed apartment buildings• Average residential prices have been generally flat around \$700,000. Apartment median prices are lower at approximately \$360,000 to \$480,000 (\$7,500-\$10,000 sqm).• Significant new stock to be completed in 2019/20; 151 units at Lakewood Plaza and 67 units at the Ramada development. Average sale price of ~\$9,00 sqm.
2: Commercial	<ul style="list-style-type: none">• Little interest from developers to initiate development projects and seek occupier commitment.• Lack of demand - widespread availability of office space as well as difficulty in leasing new builds• net absorption over the past five years negative for much of the 2008 to 2014 period.	<ul style="list-style-type: none">• 16 office buildings comprising 58,000 sqm across 129 tenancies• Old stock, with only 2 new buildings built since 2000• Buildings are generally small, largest is 6,897 sqm (NLA)• 102 occupiers in the study area, 9 occupy more than 1000 sqm each. Average occupier footprint is 624 sqm, however this is influenced by some large local and central government occupiers listed in the opposite table. Of the 102 occupiers, 80 occupy less than 500 sqm.• Occupancy dominated by central and local government tenants, and education providers• Vacancy rate of ~5.5%; majority of vacant stock is poor quality and has been vacant for some time• Manukau rents lower in comparison to more successful office precincts such as Greenlane and Newmarket (Net effective rent of \$225 sqm).

Development opportunities – city centre

Crown/ Council Development

- A** 14 Davies Avenue
- B** Kotuku House – 4 Osterley Way
- C** 8 Davies Avenue
- D** Civic Building/ Council Office
- E** Lot 1, 31-33 Manukau Station Road
- F** 50 Wiri Station Road
- G** MIT/ Hayman Park – Future Housing
- H** 2 Davies Avenue
- I** MIT Tech Hub

Private Development

- J** 9 Osterley Way
- K** Lot 3, 31-33 Manukau Station Road – Quest Hotel
- L** Barrowcliffe (Kōtuitui Place)
- M** Westfield Redevelopment
- N** Future Development Zone
- O** Westfield Laneways



Potential development capacity

As part of the market testing for city centre sites, Panuku has commissioned a range of studies that demonstrate potential heights, development mix and yields for various sites.

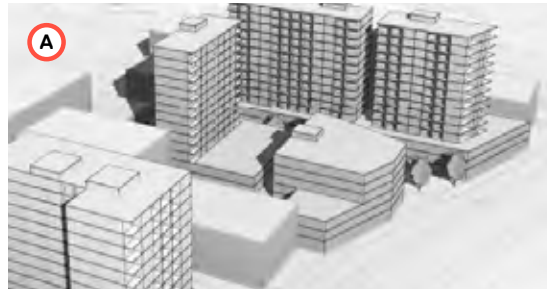
As work on these sites progresses, assumptions about market readiness and development feasibility will be tested against the sometimes-competing demands of:

- Maximising regeneration potential
- Demonstrating attractive, human-scaled urban design
- Enabling realistic return on investment for development partners

Unitary Plan:

Unitary Plan metropolitan zone allows for generous high rise development of up to 72.5m height. However, this maximum height is limited by boundary setbacks required to maintain outlook for residential uses.

Indicative bulk & location for key sites



14 Davies Avenue

- Height: 15 Levels
- 3 towers (potential for 4th tower) with commercial on ground floor.
- Total units: 240

Development Opportunities

- Create fine grain pedestrian connection between Westfield Mall, Manukau Plaza & Hayman Park through Kotuku House.
- Opportunity to create an active built form edge to Davies Ave.
- Improve CPTED outcomes by increasing residential population in the city heart.



31-33 Manukau Station Road

- Height: 11 - 13 levels
- 1 commercial building and 2 residential buildings (1 and 2 bed).
- Total units: 167

Development Opportunities

- Long narrow site lends itself to efficient residential floor plates with good opportunity for outlook.
- Site lends itself to staged development
- Opportunities for integration of ground plane & forming an active edge to the bus station.
- Crown has expressed interest in office space



2-8 Davies Avenue

- Height: 7 levels
- 4 buildings
- Total units: 156

Development Opportunities

- Landmark external corner site for the Centre Heart - direct line of site from proposed RTN.
- Opportunity to activate 3 street frontages at ground level - particularly facing Hayman Park & Amersham Way.



9 Osterley Way

- Height: 7 - 10 levels
- Hotel with commercial on ground floor
- Total units: 119

Development Opportunities

- Located in retail zone (Framework Plan) - ground level lends itself to continuation of outdoor eateries.
- Significant internal corner - potential to contribute to street activity that can pull pedestrians through the space from the RTN.

Potential properties for development

Site	Current status	Preferred outcome	Partners	Next steps
A 14 Davies Avenue	<ul style="list-style-type: none"> EOIs received Unresolved issues with adjacent owners on parking rights Currently managed by AT as carpark 	Mixed use residential	TBC	[REDACTED]
B Kotuku House – 4 Osterley Way	<ul style="list-style-type: none"> EOIs received Sale timing linked to decision on civic annex 	Residential/ commercial; through-site link to 14 Davies Avenue to be secured	TBC	Comprehensive plan with Manukau Plaza and community facilities.
C 8 Davies Avenue	<ul style="list-style-type: none"> EOIs received, Currently managed by AT as carpark MoE has expressed interest in metro school 	Mixed use residential and metro school (combined with 2 Davies if student housing does not proceed)	HNZ, KB	[REDACTED]
D Civic Building/ Council Office	Testing council hub; potential library relocation	Council services, offices & library	TBC	Council requirements to be confirmed.
E 31-33 Manukau Station Road	Currently managed by AT as carpark	<ul style="list-style-type: none"> Mixed use with commercial focus on Manukau Station Rd Government Property Group (GPG) partnership 	TBC -GPG	Continue discussions with GPG for Crown offices
F 50 Wiri Station Road	<ul style="list-style-type: none"> EOIs received, Currently managed by AT as carpark HNZ has expressed interest in residential 	MIT expansion, govt. offices; overflow carpark	TBC	Test HNZ proposal; test commercial/education uses

Potential properties for development

Site	Current State	Preferred Outcome	Partners	Next Steps
G MIT/ Hayman Park	MIT carpark; 10-year option to develop	Residential overlooking park	MIT and TBC	Negotiate with MIT – alternate sites for carpark to be reviewed
H 2 Davies Avenue	Narrow site with constraints of existing AT carpark	Residential	Mana whenua	Potential to merge with #8 for Crown discussion
I 52 - 54 Manukau Station Road	Tech hub approved; developer seeking commercial tenants	Potential govt. services, MIT expansion	Haydn & Rollett	Commercial tenant interest to be identified
J 9 Osterley Way	<ul style="list-style-type: none"> EOIs received Currently managed by AT as carpark 	[REDACTED]	[REDACTED]	[REDACTED]
K [REDACTED] [REDACTED] [REDACTED]	DA in place with H&R for Quest Hotel development	Hotel with ground floor activation	[REDACTED]	[REDACTED]
L [REDACTED] [REDACTED]	Construction underway to deliver 330 new homes	Mixed housing development	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED]
M [REDACTED] [REDACTED]	Master planning underway	Integrated retail and 'lifestyle [REDACTED]	[REDACTED]	[REDACTED] [REDACTED]

Staging – potential properties for development

The following maps show the indicative programme for planning and development on the city centre sites. This staging is subject to negotiations with interested parties, market conditions, [REDACTED] or other partner funding, and the ability to approve development agreements.

Crown/ Council Development

- A** 14 Davies Avenue
- B** Kotuku House – 4 Osterley Way
- C** 8 Davies Avenue
- D** Civic Building/ Council Office
- E** 31-33 Manukau Station Road
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Manukau City Centre 2020



Manukau City Centre 2021 – 2025



Manukau City Centre 2025+



Delivering transformation – public realm

There are public realm works that can positively impact on the commercial property development strategy, and more importantly, the inclusion and resilience of local people. This work is planned to proceed as soon as practical in liaison with Healthy Waters and Community Facilities.

- Landscaping works adjacent to the Kōtuitui Place residential development that was committed to through earlier design briefs
- Work to upgrade Hayman Park with the council's Community Facilities and Healthy Waters teams will make the Davies Avenue sites more attractive for residential development
- Work to Manukau Plaza in conjunction with the development of surrounding land by council, Westfield Mall and other private landowners

Procurement processes for joint design and then construction are yet to be determined.

The streetscape upgrading works should be timed to follow major site development works. The footpaths are in acceptable condition in terms of their utility but have a range of construction treatments that do not create a unified appearance. Similarly, street trees are sparsely located and of exotic species. The short-term focus is to improve pedestrian connectivity and cycle safety in the centre. All streetscape works needs to be agreed with AT and the design and construction managed on the basis the parties agree.



Public realm strategy

The following key moves were outlined in the Panuku 2017 Framework Plan.

As master planning for the city centre evolves in collaboration with the Crown partners, the timing and detail of public realm investments will align with the adjacent development.

Framework plan key move:

1. Creating a vibrant heart
 - Pedestrian and cycle-friendly streets
 - Improving amenity and activation of public spaces
 - Upgrading streets to support site redevelopment
 - Focusing residential around Hayman Park

Framework plan key move:

2. Enhance potential connection to health and education
 - Clustering education uses around transport and park

Framework plan key move:

3. Encourage active modes of transportation to strengthen social spine
 - Adding a finer-grain to street network
 - Connecting Wiri and the town centre with walking and cycling
 - Enhancing the Puhinui corridor as walking/cycling route

Projects underway – public realm

Wiri playground:

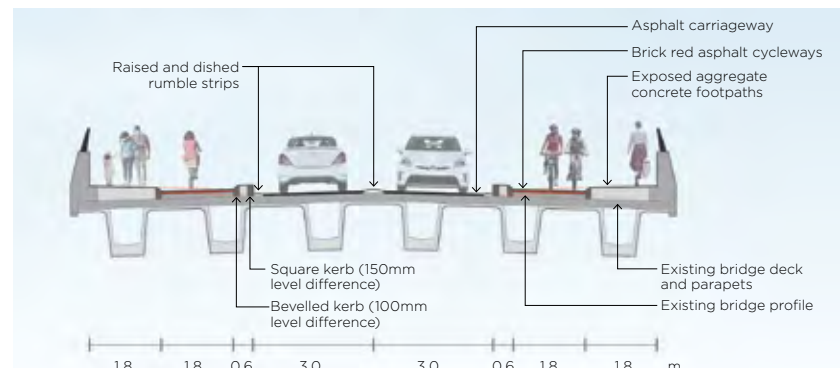
An old, unsafe playground will be relocated to a more visible location. Wiri School is participating in a co-design process, and will incorporate māra hūpara (traditional Maori play) reflecting the rich cultural heritage of its location alongside the Puhinui Stream.



Māra Hūpara at Te Auaunga (Mt Roskill)

Barrowcliffe Bridge:

A motorway overpass will be upgraded to provide safe, attractive pedestrian and cycle-ways, connecting new housing to the city centre.



Reference design for Barrowcliffe Bridge

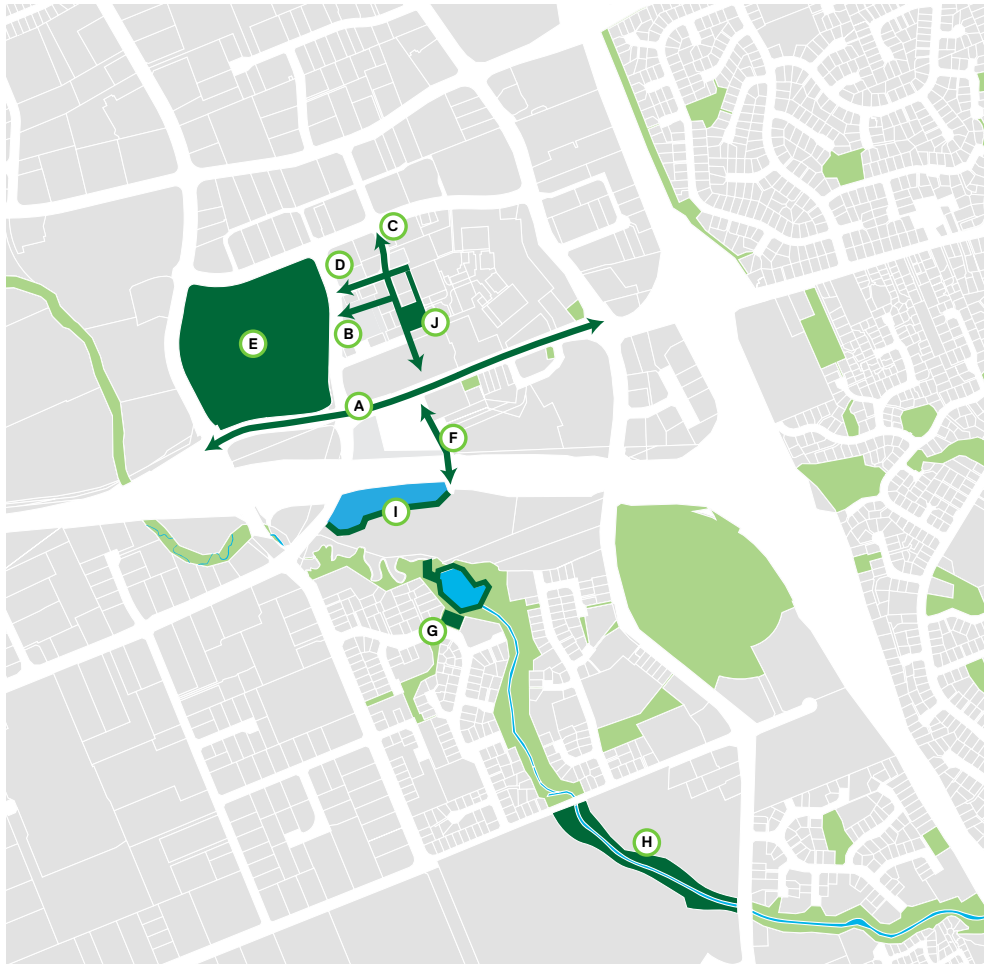
Staging Legend

Crown/ Council Development

- A** Manukau Station Road Upgrade
- B** 14 Davies Avenue Laneways
- C** Osterley Way Streetscape
- D** Amersham Way Upgrade
- E** Hayman Park Upgrade
- F** Barrowcliffe Bridge & Place Enhancement
- G** Wiri Playground
- H** Puhinui Walkway Stage 1
- I** Barrowcliffe Stormwater Pond Walkway
- J** Manukau Plaza & Karoro Court Redevelopment
- K** Puhinui Walkway Stage 2
- L** Puhinui Walkway Stage 3
- M** Cycling & Walking Network Improvements

Staging – public realm redevelopment opportunities

Manukau Public Realm 2021 – 2025



Manukau Public Realm 2025+



Delivering transformation – people & prosperity

A priority for Auckland Council is to increase the prosperity of two major areas of our region – the west and south – where a number of communities, particularly Māori and Pacific peoples, have not shared in recent economic growth.

Council's key delivery vehicle for aspirations in the wider Manukau region is The Southern Initiative (TSI).

Projects where council can take a leading role include the development of a jobs and skills hub based on successful models in other parts of Auckland, opportunities to locate automated food and beverage manufacturing in Manukau, encouraging creative entrepreneurs and industry, and establishing clean tech/green tech communities.

The Kitchen Project will provide an opportunity for local entrepreneurs and link to the food hub theme under development in the region.

ATEED are key partners in a number of other projects including: Te Haa o Manukau and social procurement.

- Te Haa o Manukau - the first community led Manukau co-work and 'makerspace'. Located in the heart of Manukau's commercial hub, it's a place where people can gather to work on creative tech projects while sharing ideas, equipment, and knowledge. It is intended to spark innovation, grow businesses and equip young people with the skills they need to reach their full potential.
- Local social enterprise, Ngahere Communities Ltd, operates the two-level space partnering with corporate, academic, philanthropic and community based organisations to link creative and budding entrepreneurs with pathways into emerging industries.
- ATEED are working to develop a pipeline of ideas exchanges between GridAKL – Council's innovation precinct in Wynyard Quarter – Te Haa o Manukau, and Auckland's wider innovation community.



Delivering transformation – placemaking

Placemaking is a process that aims to foster the creation of vital, successful places - the kind of places where people feel a strong relationship to their communities, and a commitment to making things better.

Panuku placemaking, alongside communications and marketing, stakeholder engagement, business support and mana whenua engagement working to foster healthy relationships and sustain pride in and connection to place.

Placemaking initiatives for Transform Manukau are based around four themes:

- Place activations to support ongoing change taking place in and around the area;
- Designing an ongoing programme to support change of use relating to sites in the area;
- Building relationships to foster ongoing capacity within the community;
- Developing an iterative, Do Learn Do process to test and inform future design

Responsibility for these activities will be increasingly transitioned over to our development partners, local community organisations and Auckland Council departments as the development progresses: from preparing for change, to undergoing change, then embedding and celebrating change together with handover.





The exhibition table (below) the exhibition table
Auckland and we are very excited to celebrate
hundred different images and less were posted in this gallery
this gallery

Auckland
Auckland Museum

INSPIRE YOUR COMMUNITY
THE UNIVERSITY OF AUCKLAND
100 YEARS OF AUCKLAND
1914-2014

4. FINANCIAL CASE

FUNDING
REQUIREMENTS

Commercial equation – budget prediction

This programme has already achieved over \$110M of committed and settled property sales. Further sales as part of agreed development arrangements with a value of \$35m are being progressed.

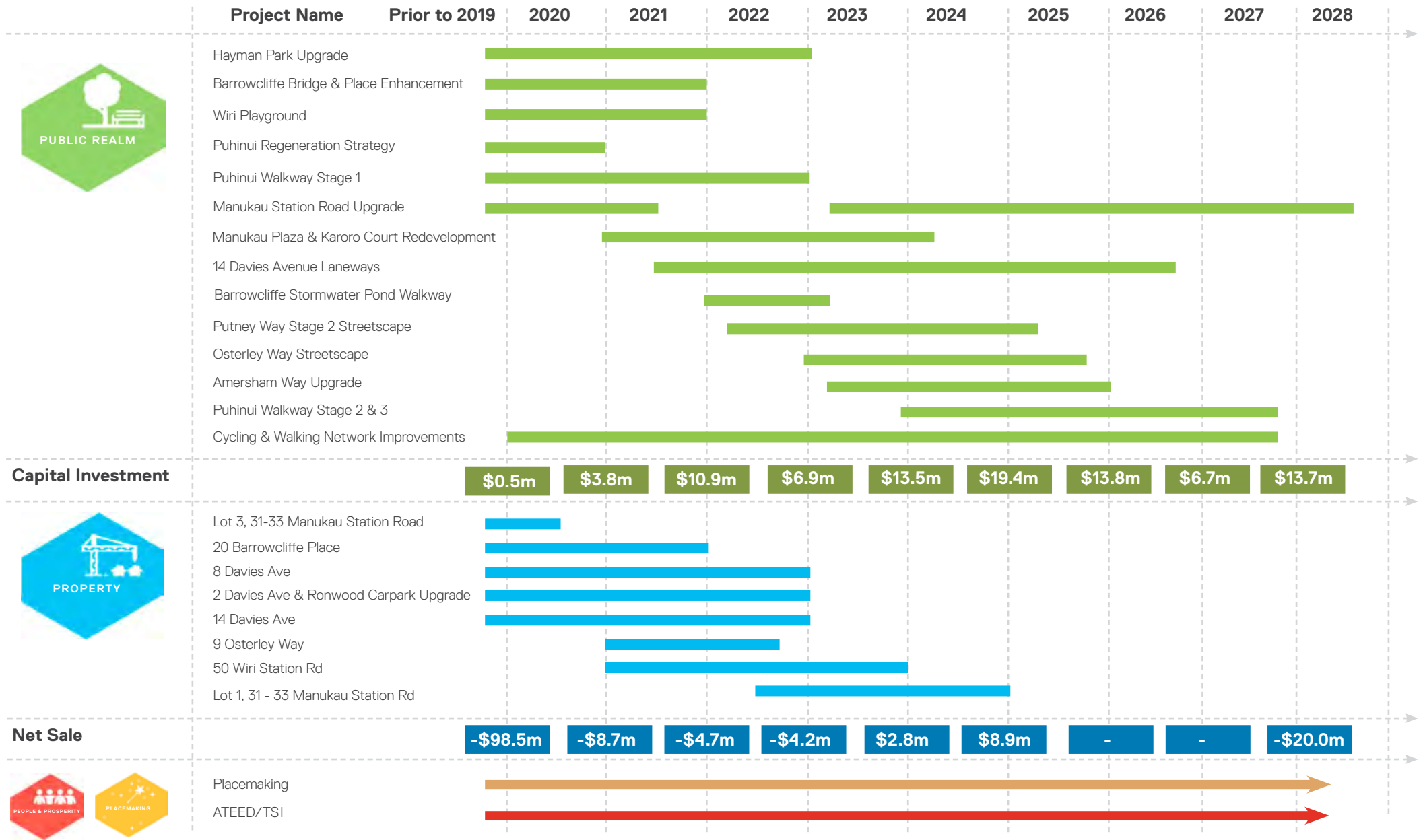
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	Prior to 2020	FY20 (\$m)	FY21 (\$m)	FY22 (\$m)	FY23 (\$m)	FY24 (\$m)	FY25 (\$m)	FY26 (\$m)	FY27 (\$m)	FY28 (\$m)	Total
CAPEX COSTS											
Public Realm -	\$0.5m	\$3.8	\$10.9	\$6.9	\$13.5	\$19.4	\$13.8	\$6.7	\$13.7	-	\$89.3m
TOTAL CAPEX	\$0.5m	\$3.8	\$10.9	\$6.9	\$13.5	\$19.4	\$13.8	\$6.7	\$13.7	-	\$89.3m
OPEX COSTS											
Development Fund OPEX	\$1.5m	\$1.4	\$1.7	\$1.7	\$1.6	\$1.4	\$1.1	\$1.0	\$0.8	\$0.8	\$13m
Public Realm - OPEX	\$0.1m	\$0.3	\$0.07	\$0.02	\$0.08	\$0.1	\$0.05	\$0.02	\$0.01	-	\$0.8m
Post Sale Costs - OPEX	-	-	-	-	-	-	-	-	-	-	-
SDF Holding Costs	-	-	-	-	-	-	-	-	-	-	-
Total OPEX	\$1.6m	\$1.7	\$1.8	\$1.7	\$1.7	\$1.5	\$1.2	\$1.0	\$0.8	\$0.8	\$13.8m
SALES - CASH IN											
Site Sales	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	-	-	-	[REDACTED]
Less COS	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	-	[REDACTED]	-	[REDACTED]
NET SALES	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	-	[REDACTED]	-	[REDACTED]
SDF											
SDF Acquisitions	-	-	\$0.03	\$0.2	-	-	-	-	-	-	-
SDF Sales	-	-	-	-	-	-\$0.2	-	-	-	-	-
Net SDF	-	-	\$0.03	\$0.2	-	-\$0.2	-	-	-	-	-

Programme through FY28 – cash flow prediction





5. MANAGEMENT CASE

OUR
DELIVERY

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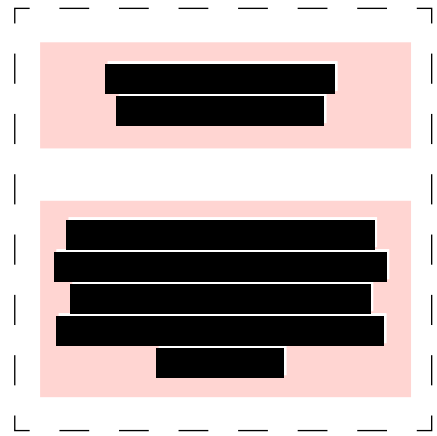
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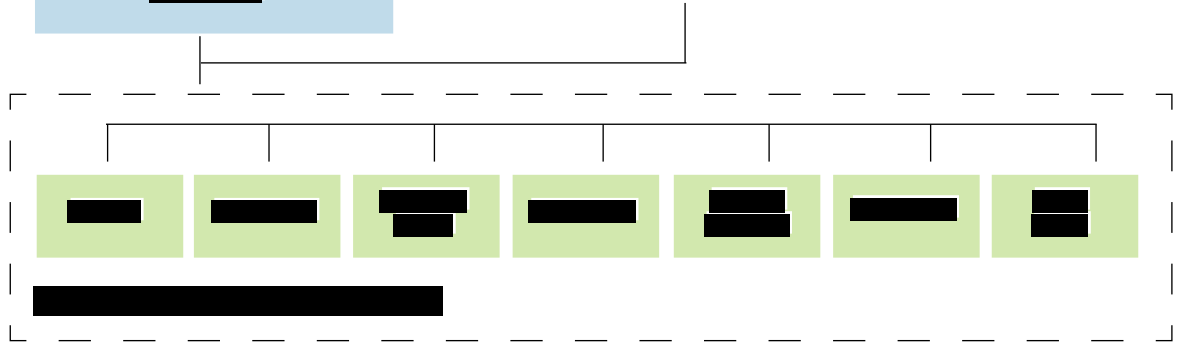
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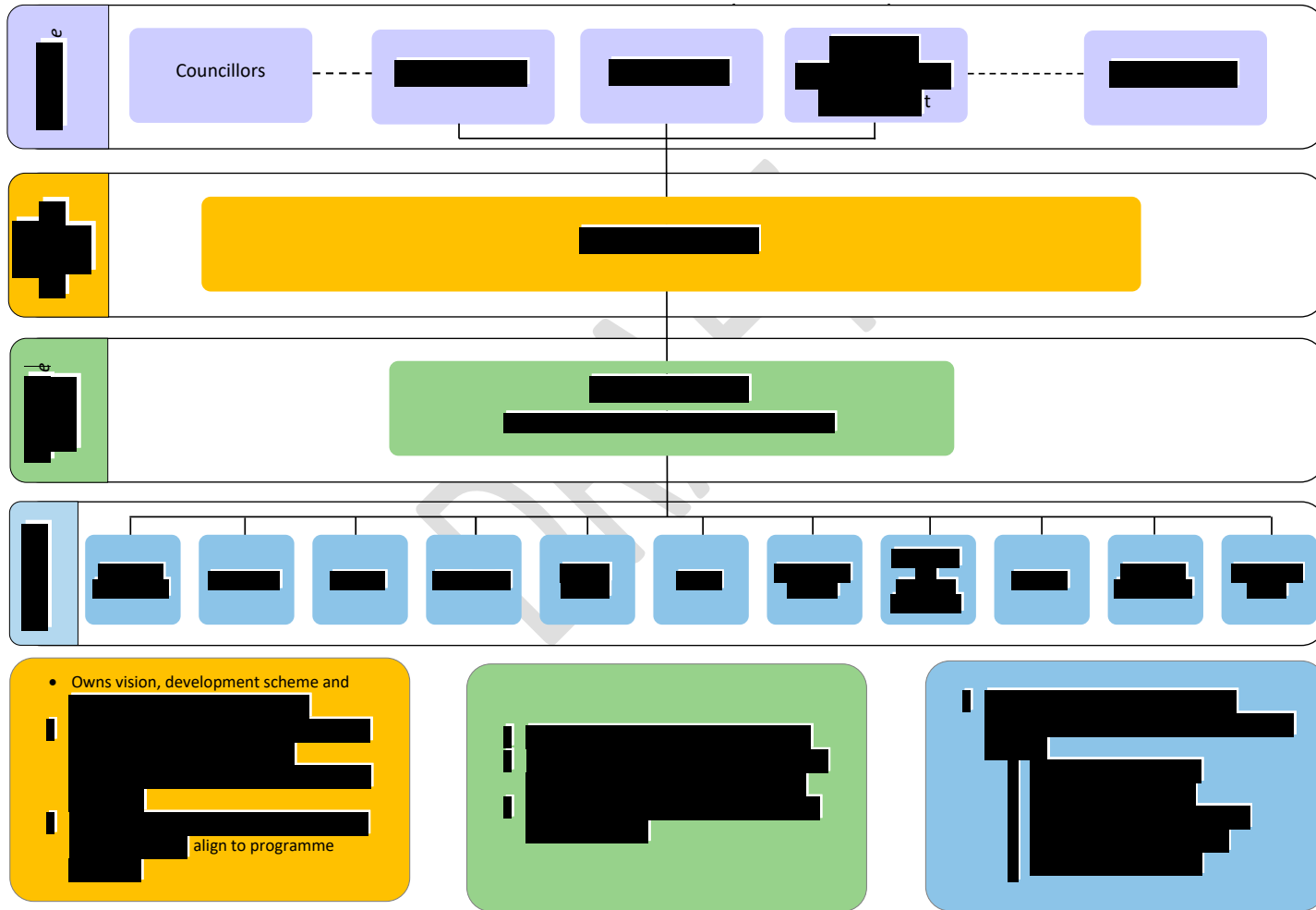


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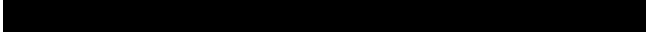


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REFERENCE DOCUMENTS



Reference Documents

Priority Development Locations and Panuku Development Auckland Work Programme – Auckland Development Committee	2015
Transform Manukau High Level Project Plan – Auckland Development Committee	2016
Manukau Framework Plan – Panuku	2017
CBRE Manukau Commercial and Residential Market Study.....	2017
Transform Manukau Programme Business Case – Panuku	2018
PWC Divestment Strategy.....	2018
Panuku reinvestment programme – Panuku	2019
CBRE Manukau Commercial and Residential Market Study.....	2019
City Centre spatial planning, workshop outcomes report – Panuku, Ministry of Housing & Urban Development, Auckland Transport	2019
	2019

Information Paper:

Unlock Hobsonville- Airfields Megalots 5 and 6 Update

Document Author(s)	Sharon Dobson, Project Development Director
Approver	Allan Young, Director of Development
Date	15 th August 2019

1. Purpose

This paper provides an update on the potential outcomes for Megalots 5 and 6, following the Priority Location Update on 28th May and Panuku/HLC joint board meeting on 29th May.

2. Executive Summary

Key objectives of this update are to obtain support from the Board for the following;

- Progress a masterplan for Megalots 5 and 6 focused on community/ commercial uses and outcomes that will create a **Town Centre** for Hobsonville Point. *Withheld from the public under S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.*
- Progress the Wasp Hangar to be used on a temporary basis for community use, due to current interest *Withheld from the public under S7(2)(i) and S7(2)(b)(ii) of the LGOIMA*
- Continue working with ATEED on employment opportunities and raising market awareness, based on the approved masterplan to provide employment, if possible
- *Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA.*

3. Background

This paper responds to the feedback from the Panuku and HLC boards as part of earlier discussions in May, regarding the future use of Megalots 5 & 6.



Lot 1 – Complete residential (AV Jennings)
 Lots 2,3 & 4- Residential (under development agreement with Avanda)

The following summarises the key points raised, and suggested next steps to progress the project

Summary of the feedback from the Priority Location Forum, 28th May;

- Review options for Megalots 5 and 6 *Withheld from the public under S7(2)(h) and S7(2)(i) of the LGOIMA* (focusing on community/ mixed use).
- Consider our site within the wider context of Hobsonville Point, taking into account current development proposals at Scotts Point, Whenuapai, Westgate and also integrate the HLC work on Harrier Point Park/ Catalina Bay.
- Look at opportunity to provide community facilities, such as a Library / Sports facilities
- Organic growth as traditional town centres evolve. Temporary uses to help activate the space and create growth.
- Opportunities to activate Launch Road *Withheld from the public under S7(2)(h) and S7(2)(i) of the LGOIMA*.
- Re-set employment 'dial', look at realistic expectations of what market demand there is for employment

Summary of the Panuku *Withheld from the public under S7(2)(i) of the LGOIMA* meeting discussion, 29th May;

- Three broad options were considered:
 1. intensive tech-style employment hub
 2. intensive mixed use as envisaged in Framework Consent
 3. less intensive, more organic town-centre mixed use with community spaces.
- A large international employer/business is unlikely to be attracted to the site, but this was not discounted. *Withheld from the public under S7(2)(b)(ii) of the LGOIMA*

- Take this time to stand back and plan, whilst the market matures and population increases.
- Employment outcomes can be achieved through a variety of ways and can be achieved through a mix of options 2 and 3, as well as Option 1
- Conclusion that Panuku Board would review these points for further consideration.

Next steps:

- Panuku will advise ATEED that the site could be available if a suitable user was identified. Panuku will set out the broad employment and design objectives already agreed *Withheld from the public under S7(2)(i) and S7(2)(b)(ii) of the LGOIMA*.
- The Panuku and *Withheld from the public under S7(2)(i) and S7(2)(b)(ii) of the LGOIMA* Project team will scope up a small town centre type offering that can be grown organically, which consists of a mixed commercial/community/residential scheme that recognises the wider community needs and context of Hobsonville Point, and includes Harrier Point/ Catalina Bay in the planning.
- Panuku to engage with Community Services as to the service needs in the area (e.g. library/ sports) and scoping up the options for the Wasp Hanger, for recreation/community, attraction.

4. Employment Precinct Concept

Previously identified as Option 1 for the site

Following the joint board meeting, Panuku are continuing discussions with ATEED's Investment and Local Economic Growth teams, to establish potential employment interest both locally and internationally. The intention is to raise market awareness to curate a direct approach, rather than an open market strategy, following market feedback from ATEED, Colliers and PWC.

ATEED have identified as the public transport system improves and skilled workforce population increases at Hobsonville, that more employers may show an interest in being part of a vibrant mixed-use location. Therefore, this option lends itself to being part of the organic growth of an overall community.

Whilst this work is continuing, Panuku can consider other options to provide temporary activation of some of the key spaces such as the Wasp Hangar.

We are working on an opportunity to lease the building *Withheld from the public under S7(2)(h) of the LGOIMA*.

In addition, we have agreed a short term lease to provide minor income on the Wasp Hangar site for container storage, and are facilitating filming opportunities as approached, working with ATEED.

5. Town Centre Concept

Previously identified as Option 3 for the site.

Following the joint board meeting, the Panuku *Withheld from the public under S7(2)(i) of the LGOIMA* have worked together on an agreed masterplan for the sites, focusing on commercial and community outcomes, to enhance Hobsonville by creating a future Town Centre. Research has been undertaken on possible usage and design ideas for the organic growth of the sites.

5.1. Community Facilities

Panuku have consulted with the Community Services and Facilities team to identify what community services are currently provided within the wider Hobsonville area, and what future needs are likely, as the population increases.

This work has identified potential needs for the following;

- Library- satellite facility within an integrated hub
- Indoor Sports Facilities- immediate and long term need
- Youth activity spaces (in contrast to lower age playgrounds)
- Flexible spaces to cater for various functions/ larger scale events

In order to facilitate the temporary lease of the Wasp Hangar *Withheld from the public under S7(2)(i) of the LGOIMA*, some minor building works are required to allow public use. This provides a good opportunity, if supported, to activate this space in the near future.

The timeline for the full 'needs' assessment from Community Services is mid 2020, focused on the provision of library services

5.2. Commercial activities

As part of the market feasibility assessment carried out by ATEED and Colliers, retail and commercial opportunities have been identified, which are proposed within the Town Centre design, to create a focus beyond community uses.

These are as follows;

- Office space- local, small scale, co-working
- Childcare facilities
- Specialist retail, including a metro supermarket
- Healthcare (doctors, radiology, physiotherapy, hematology etc)
- Fitness (gym, dance studios, yoga etc)
- Increased demand for food and beverage outlets, leveraging off Catalina Bay success

5.3. Parking Requirements

Withheld from the public under S7(2)(h), S7(2)(i) and S7(2)(b)(ii) of the LGOIMA

As the proposed car park location is within the current Panuku site, this has been incorporated as part of the overall masterplan process

5.4. Concept Plan

A draft concept plan has been developed (attached below) in conjunction with HLC's proposals for the car parking building, residential development on Harrier Point, and the enhancement of Launch Road.

The key objectives of the concept plan are as follows;

- Creating a community focused heart to Hobsonville, that compliments Catalina Bay
- Utilising the existing heritage structures (*Withheld from the public under S7(2)(i) of the LGOIMA,*) to create the character and defining built form for the site
- Activating the north facing edge to Launch Road
- Improved pedestrian connections and greater amenity along Launch Road
- *Withheld from the public under S7(2)(h) of the LGOIMA,* by creating a north- south open space, connecting back to Glidepath Road in the south
- Provide better connections between the existing community buildings (Sunderland Lounge and Headquarters building) with the proposed Town Centre
- Opportunities to divide the site to allow for organic growth based on market demand

Withheld from the public under S7(2)(i) of the LGOIMA.

The proposed concept plan would provide a Town Centre at the heart of the Hobsonville community, juxtaposed with the existing retail and food offering at Catalina Bay.

Decision Paper : Change Request Haumaru Programme

Document Author(s)	Martha Tong – Head of PfMO
Approver	David Rankin – Chief Operating Officer
Date	August 2019

1. Purpose

The purpose of this paper is to:

- Request a change to the Haumaru programme funding for FY20;
- Request a change to key milestones for the 33 Henderson Valley Road project, as part of the Haumaru programme.

2. Executive summary

The Haumaru programme had \$2.52M capex approved for expenditure for FY20. This capital was to close out the 33 Henderson Valley Road project, and to undertake development planning on other sites in the Haumaru programme.

Due to delays in 33 Henderson Valley Road, and changes to budgeted costs, which were not properly recorded when identified, the contracted costs due to be incurred in FY20 require an increase in programme budget of \$2.4M in FY20. The major item is incorporating GST into the approved budget.

Details of the project changes that have resulted in this, and a formal change request, are attached to this report.

3. Panuku change management framework

The change management framework requires that any change at programme level is initially assessed as to the impact of a change request on critical milestones committed to in the Statement of Intent, funding profile risk and benefits, and then assess the impact on the component projects and collective strategy.

The change framework requires changes in programme scope or budget to be approved by the Board. Project changes are approved by internal, executive governance.

Significant change to a programme may require a redistribution of resources or funds and may indirectly affect other projects and programmes. Major changes to the agreed portfolio investment strategy are escalated to the PfMO from the projects or programme. The PfMO then works with Portfolio Governance Group (PGG) to advise and facilitate the Board's consideration and approval as to how Panuku's portfolio management reserve will be used to fund major changes, or redirection due to prioritisation across the Portfolio.

4. Impact of change

For the Haumaru programme the impact of the financial change on both the agreed capital expenditure and on the Haumaru funding facility needed to be assessed. Review of this change request indicates that approving the additional budget can be accommodated within the existing budget.

- The agreed capital funding for the portfolio is \$114.63M. Of this total \$1.9825M is unallocated. The Haumaru change will result in an overallocation of available budget by \$0.4175M. This is not expected to result in any impact on the portfolio because we expect a reduction in forecast of capital spend on projects such as Wynyard Crossing. The programmes and funding allocation will be reviewed at the mid-year point and re-allocation made at that time.
- The Haumaru programme capital fund of \$23.9M is a ring-fenced which includes a \$20M revolving credit facility, and an additional \$3.9M development grant. The extension project cost to \$20.5M, and the additional activity this year on the programme remains within this funding envelope. Haumaru programme capital spend to date is \$19.2M and forecast spend for FY20 is within the ring-fenced programme capital funding of \$23.9M.

5. Recommendation

It is recommended that the board approves this change request and allocates an additional \$2.4M to the Haumaru programme for FY20.

Document Sign-off

Role	Name	Sign-off Date	Signature
Chief Operating Officer	David Rankin		
Chief Executive	Roger MacDonald		

Change Type	Project Variation
New Completion Date	30/Oct/2019
Impact of change	<p>Programme budget change impact include:</p> <ul style="list-style-type: none"> - Increase of \$2.4m to the \$2.52m approved Haumaru programme Capex for FY20. - New project budget to complete, with contingency, set at \$20,495,362 (incl. GST). <p>Programme milestone change impact include:</p> <ul style="list-style-type: none"> - Practical completion and CCC date: 30 September 2019. - Building handover to Haumaru Housing date: 30 October 2019.
Opex costs	0.00
Capex costs	2,400,000.00
Tags	
Last comment	
Vendor	
Status	In Progress
Authorised By	Roger MacDonald

Actions:

Name	Details	Assigned To	Due Date	Status
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